To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 17 September 2024 at 2.00 pm

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

If you wish to view proceedings online, please click on this Live Stream Link.

Martin Reeves
Chief Executive   September 2024

Committee Officer: **Chris Reynolds**
Tel: 07542 029441; E-Mail: chris.reynolds@oxfordshire.gov.uk

Membership

Councillors

Liz Leffman	Leader of the Council
Dr Pete Sudbury	Deputy Leader of the Council with responsibility for Climate Change, Environment & Future Generations
Tim Bearder	Cabinet Member for Adult Social Care
Neil Fawcett	Cabinet Member for Community & Corporate Services
Andrew Gant	Cabinet Member for Transport Management
Kate Gregory	Cabinet Member for SEND Improvement
John Howson	Cabinet Member for Children, Education & Young People's Services
Dan Levy	Cabinet Member for Finance
Dr Nathan Ley	Cabinet Member for Public Health, Inequalities & Community Safety
Judy Roberts	Cabinet Member for Infrastructure & Development Strategy

*The Agenda is attached. Decisions taken at the meeting
will become effective at the end of the working day on 25 September 2024
unless called in by that date for review by the appropriate Scrutiny Committee.*

County Hall, New Road, Oxford, OX1 1ND
www.oxfordshire.gov.uk Media Enquiries 01865 323870

Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.

Date of next meeting: 15 October 2024

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note below

3. Minutes (Pages 1 - 10)

To approve the minutes of the meeting held on 16 July 2024 (**CA3**) and to receive information arising from them.

4. Questions from County Councillors

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.

To facilitate 'hybrid' meetings we are asking that requests to speak or present a petition are submitted by no later than 9am four working days before the meeting i.e. Wednesday 11 September 2024. Requests to speak should be sent to committeesdemocraticservices@oxfordshire.gov.uk

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that your views are taken into account. A written copy of your statement can be

provided no later than 9am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.

6.   Appointments

7.   Reports from Scrutiny Committees

There are no Scrutiny reports for consideration at this meeting.

8.   Sustainable School Travel Strategy 2024-25 (Pages 11 - 84)

Cabinet Member: Transport Management
Forward Plan Ref: 2024/141
Contact: Kim Sutherland, School Engagement Officer
Kim.sutherland@oxfordshire.gov.uk

Report by Director of Environment and Highways **(CA8)**

The Cabinet is RECOMMENDED to

(a)   **Approve the draft strategy for adoption and publication on the County Council's website by 19th September 2024.**

9.   Community Wealth Building - Action Plan and Next Steps (Pages 85 - 164)

Cabinet Member: Public Health, Inequalities and Community Safety
Forward Plan Ref: 2024/266
Contact: Emily Urquhart, Policy Officer – CWB Lead
(Emily.Urquhart@oxfordshire.gov.uk)

Report by Director of Economy and Place **(CA9)**

The Cabinet is RECOMMENDED:

a) **to approve the project allocation of the existing budget for the Community Wealth Building Programme**
b) **to agree the principles laid out in the first iteration of the social value definition statement (at Annex 2), for incorporation into operational policy and strategy**

10.   Ethical Procurement Policy (Pages 165 - 196)

Cabinet Member: Finance
Forward Plan Ref: 2024/204
Contact: Fiona Williams, Head of Category (Fiona.Williams@oxfordshire.gov.uk),
Melissa Sage, Head of Procurement (Melissa.Sage@oxfordshire.gov.uk)

Report by Executive Director for Resources and Section 151 Officer (**CA10).**

♲ *recycled paper* ♲

The Cabinet is RECOMMENDED to

a) **Approve the the Ethical Procurement Policy (attached at Annex 1).**

11. His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Report for Oxfordshire Fire and Rescue Service (Pages 197 - 204)

Cabinet Member: Public Heath, Inequalities and Community Safety
Forward Plan Ref: 2024/275
Contact: Rob MacDougall, Chief Fire Officer and Director of Community Safety
rob.macdougall@oxfordshire.gov.uk

Report by the Chief Fire Officer and Director of Community Safety **(CA11)**

The Cabinet is RECOMMENDED to note the report and approve the suggested approach of monitoring improvements.

12. Workforce Report and Staffing Data - Quarter 1 - April to June 2024 (Pages 205 - 212)

Cabinet Member: Community and Corporate Services
Forward Plan Ref: 2023/279
Contact: Cherie Cuthbertson, Director of Workforce & Organisational Development, Cherie.cuthbertson@oxfordshire.gov.uk

Report by Executive Director of Resources and Section 151 Officer **(CA12)**

Cabinet is RECOMMENDED to note the report.

13. Business Management and Monitoring Report - July 2024 (Pages 213 - 328)

Cabinet Member: Finance
Forward Plan Ref: 2024/200
Contact: Kathy Wilcox. Head of Financial Strategy
Kathy.wilcox@oxfordshire.gov.uk

Report by Executive Director of Resources & Section 151 Officer **(CA13)**

The Cabinet is RECOMMENDED to

a) Note the report and annexes.
b) Approve the virement requests in Annex B-2a and note the requests in Annex B-2b.

recycled paper

c) Approve the use of Homes for Ukraine grant funding as set out in Annex C and authorise the Executive Director of Resources to update funding agreements with the City and District Councils accordingly.

14. Treasury Management Quarter 1 Report 2024/25 (Pages 329 - 342)

Cabinet Member: Finance
Forward Plan Ref: 2024/163
Contact: Tim Chapple, Treasury Manager,
Tim.chapple@oxfordshire.gov,uk

Report by Executive Director of Resources and Section 151 Officer **(CA14)**

Cabinet is RECOMMENDED to note the council's treasury management activity at the end of the first quarter of 2024/25.

15. Capital Programme Approvals - September 2024 (Pages 343 - 346)

Cabinet Member: Finance
Forward Plan Ref: 2024/201
Contact: Natalie Crawford, Capital Programme Manager
Natalie.crawford@oxfordshire.gov.uk

Report by Executive Director of Resources and Section 151 Officer **(CA15)**

The Cabinet is RECOMMENDED to:

a) **approve an increase in budget of £5.445m for the Tramway Accessibility Improvements scheme, to be funded from S106 developer contributions and reallocating funding from the Housing and Growth Deal.**
b) **approve an increase of £1.300m for Banbury Road Roundabout to be funded from the Housing and Growth Deal.**
c) **approve a request to forward fund £15.300m for third party delivered projects at Oxford Rewley Road Fire Station and Oxford Grandpont Depot site.**
d) **to note the latest estimated funding gap of £6.745m on the current balanced capital programme due which will be addressed through the annual business planning process and Capital Programme for Council approval in February 2025.**

16. Forward Plan and Future Business (Pages 347 - 358)

Cabinet Member: All
Contact Officer: Chris Reynolds, Senior Democratic Services Officer,
chris.reynolds@oxfordshire.gov.uk

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 **CA16.** 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.

17.   For information only: Cabinet response to Scrutiny items (Pages 359 - 374)

ASC Assurance Update
Vision Zero Strategy and Action Plan

Councillors declaring interests

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

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

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

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

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

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

Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person's quality of life, either positively or negatively, is likely to affect their wellbeing.
Other registrable interests include:
    a) Any unpaid directorships

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

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

Members Code – Non-registrable interests

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

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

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied:
Where a matter affects the financial interest or well-being:

a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;

b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest.

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

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CABINET

MINUTES of the meeting held on Tuesday, 16 July 2024 commencing at 2.00 pm and finishing at 3.05 pm

Present:

Voting Members: Councillor Liz Leffman – in the Chair
Councillor Dr Pete Sudbury (Deputy Chair)
Councillor Tim Bearder
Councillor Neil Fawcett
Councillor Kate Gregory
Councillor John Howson
Councillor Dan Levy
Councillor Dr Nathan Ley
Councillor Judy Roberts

Other Members in Attendance: Councillor Donna Ford

Officers:

Whole of meeting Lorna Baxter (Executive Director of Resources & Section 151 Officer), Anita Bradley (Director of Law & Governance and Monitoring Officer), Stephen Chandler (Executive Director of People and Transformation), Chris Reynolds (Senior Democratic Services Officer)

The Cabinet 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.

92/24 APOLOGIES FOR ABSENCE
(Agenda Item. 1)

Apologies for absence were received from Councillor Andrew Gant and Martin Reeves (Chief Executive).

93/24 DECLARATIONS OF INTEREST
(Agenda Item. 2)

There were none.

94/24 MINUTES
(Agenda Item. 3)

The minutes of the meeting held on 18 June 2024 were approved as a correct record.

95/24 QUESTIONS FROM COUNTY COUNCILLORS
(Agenda Item. 4)

See annex.

96/24 PETITIONS AND PUBLIC ADDRESS
(Agenda Item. 5)

11 Business Management and Monitoring Report

Dr Stuart Bartlett
Prof E. Mavrikis

97/24 APPOINTMENTS
(Agenda Item. 6)

Cabinet noted that Councillor Sally Povolotsky had been appointed as Water Resources Champion.

98/24 REPORTS FROM SCRUTINY COMMITTEES
(Agenda Item. 7)

There were none.

99/24 DIDCOT GARDEN TOWN HOUSING INFRASTRUCTURE FUND (HIF1) - AMENDMENTS TO THE GRANT DETERMINATION AGREEMENT
(Agenda Item. 8)

Cabinet had before it a report regarding amendments to the grant determination agreement with Homes England for the Didcot Garden Town Housing Infrastructure Fund project (HIF1). The project had been widely publicised, and the details published in previous Cabinet reports.

Following consideration by the Council's Planning and Regulation Committee in July 2023, the HIF1 planning application was 'called in' by the Secretary of State for Levelling Up, Housing and Communities on 25 July 2023, and a decision was now awaited following the conclusion of conjoined planning and Orders Public Inquiries, which closed in May 2024.

After extensive negotiation, Homes England had agreed to contribute further funding to the programme of £36,400,000, potentially extending to £116,000,000, and to extend the funding window to 31 March 2028. The remaining required funding would be met by the previously approved contributions from OxLEP, Section 106 income, and the allowance in the Council's budget through capital borrowing.

Councillor Judy Roberts, Cabinet Member for Infrastructure and Development Strategy, presented the report.

During discussion, a member made the following points in opposition to the to the proposals in the report:-

- They argued that the project would not solve the problems of congestion, pollution, and climate change, but rather worsen them.

- They questioned the carbon impact assessment of the project. They considered that the appendix to the report understated the significance of the CO_2 emissions from the construction.

- They advocated for alternative solutions to the transport and housing issues arising from the project. They cited the Pathway to Zero Carbon Oxfordshire report, which recommended reducing travel demand and shifting to local and active travel modes, instead of building more roads. They suggested that the council should negotiate with the government to use the £400m for cycle ways and other sustainable infrastructure.

- They also expressed concern about the cost and risk of the project. They noted that the project's cost has doubled in three years, and that there were still huge financial risks associated with building a bridge over a railway line and wetlands. They could not support the council's decision to underwrite any over-spend, especially when there were considerable financial pressures in other areas including Adult Social Services.

Another member expressed concern that the Cabinet was being requested to decide on the issues in the report before the outcome of the planning inquiry was known.

Councillor Roberts responded to the comments and said that the issues both for and against the project had been explored by the Planning and Regulation Committee.

The Monitoring Officer reminded members that the planning application associated with this project would be determined by the Secretary of State following the report by the planning inspector.

The Chair reiterated the point that the outcome of the planning inquiry was awaited and that, should the Secretary of State determine that the HIF1 scheme should proceed, it was important that the Council has access to the grant funding outlined in the report to support the implementation of the project.

Councillor Roberts proposed and Councillor Leffman seconded the recommendations, and they were approved.

RESOLVED, 7 voting in favour, 1 against and 1 abstention to:-

a) **approve the proposed changes to the Grant Determination Agreement (GDA) as set out in paragraphs 13 and 14 of the report; and**

b) **authorise the Director of Environment and Highways, in consultation with the Director of Law & Governance and Monitoring Officer, Executive Director of Resources and Section 151 officer, Cabinet Member for Infrastructure and Development Strategy and Cabinet Member for Finance to finalise the terms of, and enter into, the amended Grant Determination Agreement.**

100/24 OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP - BOARD APPOINTMENTS
(Agenda Item. 9)

Cabinet had before it a report setting out the decisions taken at the OxLEP Board meeting on 11 June 2024 requiring Company Member endorsement. The recommendations related to the appointment of two new Non-Executive Directors (NED's) replacing existing NED's who had signalled their intent to resign.

The Chair presented the report and explained the background to the appointments of the two directors in the context of the transfer of LEP functions to the County Council.

The Chair moved and Councillor Sudbury seconded the recommendations, and they were approved.

RESOLVED to:-

a) **endorse the appointment of Dr Olga Kozlova as a Board Director upon the resignation of Professor Patrick Grant**

b) **endorse the appointment of Cllr David Hingley as a Board Director upon the resignation of Cllr Barry Wood**

101/24 TREASURY MANAGEMENT ANNUAL PERFORMANCE 2023/24
(Agenda Item. 10)

Cabinet had before it a report on the Council's treasury management activities for the financial year 2023/24. The Chartered Institute of Public Finance and Accountancy's (CIPFA's) 'Code of Practice on Treasury Management 2021' required that the Council and Audit & Governance Committee received a report on Treasury Management activities at least four times per year. This report was the final report for the financial year 2023/24 and set out the position at 31 March 2024.

Councillor Dan Levy, Cabinet Member for Finance, presented the report and thanked the Treasury Manager and his team for their excellent work in achieving the results presented to the Cabinet.

RESOLVED to

    (a)   **note the report,**

    (b)   **recommend the Council to note the council's treasury management activity and outcomes in 2023/24.**

102/24 BUSINESS MANAGEMENT & MONITORING REPORT - MAY 2024
(Agenda Item. 11)

Cabinet considered a report presenting the May 2024 performance, risk, and finance position for the council. The business management reports were part of a suite of performance, risk and budget documents which set out the council's ambitions, priorities, and financial performance.

Members were addressed by two members of the public and Councillor Nigel Simpson on concerns regarding the proposed increase to charges for the Home to School Transport Spare Seats Scheme.

The Chair referred to the motion passed at the July 2024 meeting of Full Council and said that a report on the provision of school bus places would be considered by the Cabinet in due course.

Councillor Dan Levy, Cabinet Member for Finance, presented the report.

During discussion the following points were made:-

- The Council's leading position on household waste recycling but concerns at delays by Government in developing a deposit return scheme for drinks containers
- Concerns that the impact of extreme weather events as a result of climate change had not been included in the corporate risk register
- The likely increase in the deficit budget on the High Needs Block of the Dedicated Schools Grant and the need for this to be addressed by the Government

Councillor Levy moved and Councillor Ley seconded the recommendations, and they were approved.

RESOLVED to:-

    a) **note the report and annexes.**

    b) **approve the virement requests in Annex B-2a and note the requests in Annex B-2b.**

c) **approve the OxLEP carry forward of funding and transfer £0.2m held in the Council's reserves to OxLEP Ltd.**

d) **approve the increase to charges for the Home to School Transport Spare Seat Scheme from September 2024.**

103/24 CAPITAL PROGRAMME UPDATE AND MONITORING REPORT - JULY 2024
(Agenda Item. 12)

Cabinet had before it the first quarterly capital programme update and monitoring report for 2024/25 which set out the monitoring position based on activity to the end of May 2024. The report also provided an update to the Capital Programme approved by Council in February 2024, taking into account additional funding and new schemes.

Councillor Dan Levy, Cabinet Member for Finance, presented the report and explained the background to the schemes for which approval was requested.

During discussion members welcomed the proposals in the report and referred, in particular, to the opening of Shrivenham Primary School and the relocation of Banbury Library.

RESOLVED to:-

Capital Programme

a) **note the capital monitoring position for 2024/25 set out in this report and summarised in Annex 1.**

b) **approve the updated Capital Programme at Annex 2 incorporating the changes set out in this report.**

Budget Changes / Budget Release

c) **approve to release £4m of corporate funds back to the capital programme from the Special Education Needs (SEN) Provision Programme due to the additional SEN High Needs Grant funding received between 2021/22 and 2024/25 following the announced funding allocations (paragraph 76).**

d) **approve the inclusion of Oxford Community Support Service (CSS) Cowley into the Capital Programme with an indicative budget of £1.078m to be funded from the Asset Rationalisation Programme, Property Decarbonisation Programme and Section 106 funding (paragraph 68).**

e) **approve the change of the use of the budget for the purposes of relocating Banbury Library (paragraph 70).**

104/24 DELEGATED POWERS REPORT FOR APRIL TO JUNE 2024
(Agenda Item. 13)

Cabinet had before it a report refers on the executive decisions taken during the period April to June 2024 inclusive.

Under the Scheme of Delegation in the Council's Constitution (Part 7.2, paragraph 6.3 (c)(i)), the Chief Executive was authorised to undertake an executive function on behalf of the Cabinet. The quarterly report detailed the use of this delegated power in relation to such executive decisions; that is, decisions that might otherwise have been taken by Cabinet.

The Chair presented the report.

Councillor Leffman moved and Councillor Roberts seconded the recommendations and they were approved.

RESOLVED to note the executive decisions taken under delegated powers, set out in paragraph 4 of the report.

105/24 FORWARD PLAN AND FUTURE BUSINESS
(Agenda Item. 14)

The Cabinet considered a list of items 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.

106/24 FOR INFORMATION ONLY: CABINET RESPONSE TO SCRUTINY ITEM
(Agenda Item. 15)

RESOLVED to note the response to the Scrutiny item on the Update on the Priority Action Plan.

………………………………………………….in the Chair

Date of signing …………………………………………..

CABINET – 16 JULY 2024

ITEM 4 – QUESTIONS FROM COUNTY COUNCILLORS

1. COUNCILLOR CHARLIE HICKS	COUNCILLOR LIZ LEFFMAN, LEADER OF THE COUNTY COUNCIL
On 20 June 2024 the UK Supreme Court held in a landmark decision that Surrey County Council's ("the Council") decision to grant planning permission to a developer was unlawful because the environmental impact assessment ("EIA") for the project did not include an assessment of the downstream greenhouse gas ("GHG") emissions. Please can the Leader let me know whether she and/or our legal department and/or our planning department believe this ruling has an effect on the legality of any projects that Oxfordshire County Council has been granted (or is seeking) planning permission for (as an applicant), or has granted (or is considering to grant) planning permission for (as a planning authority), including road-building projects, where downstream greenhouse gas emissions can be expected from traffic models that predict more traffic will be generated by the road schemes?	The view from the legal and planning departments, having reviewed the recent Surrey County Council ruling regarding consideration of downstream greenhouse gas emissions, is that does not have a direct impact at present as existing road schemes subject to Environmental Impact Assessment already consider direct and indirect effects. It will be for the decision maker to ensure those effects are properly considered with due regard to this and other relevant rulings. We also await the decision on the HIF1 scheme, which will likely provide further advice on how this judgement should be taken into account in decision making going forward.
2. COUNCILLOR BOB JOHNSTON	COUNCILLOR JUDY ROBERTS, CABINET MEMBER FOR INFRASTRUCTURE AND DEVELOPMENT STRATEGY
Firstly could the Cabinet member for Railways update me on the Councils efforts to get the partially completed	OxRail 2040: Plan for Rail strategy aims to deliver three phases of 25kv AC overhead electrification across

electrification of the line from Didcot to Oxford completed, which was paused by Grayling. This given that most of the base tubes to support the catenary have been installed and some of the uprights likewise, and given that the County has spent some £4 million pounds raising bridges to keep them above the catenary. Secondly can I have an update on the project to re-open the Grove/Wantage station. Finally the next time she meets with Network Rail can she ask him what they are going to do to tidy up their realm in a much it has become a linear scrap heap with discarded rail and other metallic objects given that this scrap is very valuable and the thousands of tonnes littering the railways must be worth at least in the low millions of pounds, because extra money is always useful when finances are tight as they are at present

Oxfordshire by 2040. The first phase targets Didcot-Oxford-Banbury by 2035, with a stretch target of Didcot-Oxford by 2030. The second phase aims to reach a double-tracked Hanborough Mobility Hub by 2035. The final phase, supported by EWR and cross-regional partners, aims to extend to Oxford Parkway/Bicester/Bicester Village by 2040.

A request for quotes from specialist rail consultancies is being finalised to produce a DfT-compliant Strategic Outline Business Case and an initial assessment of financing options for a new railway station for Wantage and Grove. The consultant is expected to report back by the end of January 2025. The potential new station will be highlighted in the draft OxRail 2040: Plan for Rail strategy. There are ongoing discussions with industry colleagues on infrastructure requirements, services, and rolling stock availability.

The level of overgrown vegetation and discarded sections of track is becoming a concern, and Network Rail colleagues will be asked about plans to improve the situation across the County.

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Divisions Affected - All

CABINET
17 September 2024

Sustainable School Travel Strategy 2024/25

Report by Director of Environment and Highways

RECOMMENDATION

1.   **The Cabinet is RECOMMENDED to**

     (a)   Approve the draft strategy for adoption and publication on the County Council's website by 19th September 2024.

Executive Summary

2.   This report provides Cabinet with an overview of the Oxfordshire County Council Draft Sustainable School Travel Strategy. It summarises the background to the strategy, development process and content of the strategy. It is recommended that the final draft strategy and action plan (annex 1) are approved by cabinet.

3.   The draft strategy details the sustainable school travel aims, initiatives, and action plan to support modal shift on school and college journeys. There are 24 actions identified over varying periods of time, depending on funding streams available.

4.   Public engagement exercises and internal stakeholder discussions have highlighted key priorities and actions needed to support sustainable travel choices for the school and college journeys in Oxfordshire.

Exempt Information

5.   There is no exempt information contained in this report.

Background

6.   The Sustainable School Travel Strategy sets out Oxfordshire County Council's strategy for promoting sustainable travel to and from school and college across Oxfordshire, which supports our vision:

To improve the health and wellbeing of our children and young people by enabling active and sustainable travel to school and college on a safe, eco-friendly Oxfordshire transport system.

7. Local authorities have a duty to promote the use of sustainable travel on journeys to and from places of education in their area. This duty applies to travel to and from: schools, further education institutions, and 16-19 academies. It is a further requirement for local authorities to prepare a document containing their strategy each academic year and to publish it by such a time as may be described.

8. This Sustainable School Travel Strategy complements existing strategies, including the Council's Active Travel Strategy and Bus Service Improvement Plan. It underpins the Council's Local Transport Connectivity Plan 2022-2050. It aligns with Council policies to address the climate emergency, support public health, address inequalities, and create healthier places to live and work in Oxfordshire. The key aims of the strategy are:

   - Improving health and wellbeing for children, young people, and their families
   - Facilitating more sustainable travel choices for school and college journeys
   - Making active travel (walking, wheeling, cycling, scooting) a safe and comfortable choice for school and college journeys

9. Like many rural counties, Oxfordshire faces the challenges of trying to ensure a fair level of access to services, including education, for those residents living in the more rural areas. The type and quality of transport service across Oxfordshire varies greatly. In urban areas there is usually a range of footpath and cycle route provision, however in rural areas this provision can be sparse. Public transport is typically more comprehensive and frequent within and between urban areas (such as Abingdon and Oxford), but many rural areas are served by infrequent services that are unsuitable for school journeys (tending not to run at peak commuting times), or no service at all. This inevitably makes providing sustainable options for travel to school more of a challenge.

10. In the 2023/24 academic year, Oxfordshire County Council has provided school transport for around 10,000 legally eligible young people to mainstream and special needs schools. Approximately 500 in-house and contracted vehicles are used for this purpose each weekday and costs in the region of £32m per year. Transport can also be provided by parents claiming personal budget or mileage allowances. Some pupils are provided with season tickets on buses and in a small number of cases, trains.

11. In the backdrop of budgetary constraints and the ensuing challenges of providing Home to School Transport for growing numbers of pupils, this strategy is designed to support pupils, students, and their families in making affordable, sustainable travel choices wherever possible and practical for their journeys to and from school or college.

12. A recent public engagement exercise and a young people's focus group identified some key changes that need to be made to support more sustainable travel on school and college journeys. These are all contained in the action plan appended to the draft Sustainable School Travel Strategy at annex 1 of this document.

13. The public engagement exercise also identified that car travel is the highest used mode of travel to school/college at 32.53% of journeys whereas only 12.9% of people would like to travel this way. (See annex 2 for further information on the results of the public engagement survey).

Corporate Policies and Priorities

14. The county council's strategic plan, 2022-25, sets out a vision to lead positive change by working in partnership to make Oxfordshire a greener, fairer, and healthier county. The Sustainable School Travel Strategy will contribute to delivering this vision.

15. This Strategy complements the Council's Active Travel Strategy and underpins the Council's Local Transport Connectivity Plan 2022-2050. It aligns with Council policies to address the climate emergency, support public health, address inequalities, and create healthier places to live and work in Oxfordshire

Financial Implications

16. Finance for the production of this Strategy was awarded through the Council budget setting process in 2024.

17. The Strategy has been produced by staff from the Environment and Highways directorate, in collaboration with other staff across the Council, along with some external temporary support from an Interim Project Manager.

18. The route map identifies 24 actions related to county council work on sustainable school travel. These include work that is already underway to support sustainable school travel, existing work that can be expanded and new work identified through public engagement.

19. Actions related to existing work will be delivered through business as usual work and existing funding. Some new work can be delivered partially by focusing current staffing resources on the key priorities identified through public engagement. Other new work is aspirational for which it is hoped will attract external funding grants that will support the Council to deliver as co-production projects.

20. It is proposed that any further funding to help realise the strategy ambition or accelerate delivery that cannot be externally funded and deemed a priority, would be considered as part of a future budget setting process. It is not

anticipated that any additional Council funding will be requested in the current (2024/25) financial year.

Comments checked by:

Rob Finlayson, Finance Business Partner (Environment & Highways – Finance), rob.finlayson@oxfordshire.gov.uk

Legal Implications

21. The Sustainable School Travel Strategy is a legal requirement under the Education Act 1996, S.508A (1) (c).

22. Local authorities have a duty to promote the use of sustainable travel on journeys to and from places of education in their area. This duty applies to travel to and from: schools, further education institutions, and 16-19 academies. It is a further requirement for local authorities to prepare a document containing their strategy each academic year and to publish it by such a time as may be described.

23. The Sustainable School Travel Strategy for 2024/25 requires publication each academic year.

Comments checked by:

Jennifer Crouch, Principal Solicitor (Environment and Highways – Legal)), Jennifer.Crouch@Oxfordshire.gov.uk

Staff Implications

24. Once approved, delivery of the Sustainable School Travel Strategy and action plan will be undertaken by officers from across the Environment and Highways, Public Health, and Oxfordshire Fire and Rescue services, along with existing and new external partners. Delivery of individual actions will primarily be covered by existing work or resources. However, additional temporary support may be necessary to deliver any key actions that the Council identifies as new priorities going forward.

Equality & Inclusion Implications

25. To ensure that we have assessed equalities implications in a fair and thorough manner an Equalities Impact Assessment has been conducted (annex 3).

Sustainability Implications

26.   A Climate Impact Assessment has been undertaken (annex 4) to ensure that matters with climate implications are identified and where required, acted upon during development of the Sustainable School Travel Strategy.

Risk Management

27.   Risk: The actions in the strategy are not implemented. This may cause reputational damage if the public feels that the Council has not taken on board their views and created a plan for change in accordance with their needs. This could also lead to the Council being deemed as non-compliant with the governing legislation on sustainable travel to school.

        Mitigation: The proposed actions contained within the Sustainable School Travel Strategy were developed through consulting with the public and internal stakeholders. There has been cross-directorate collaboration to build a realistic and deliverable action plan using public engagement feedback. Work with colleagues, partners and external stakeholders/delivery partners will continue and be monitored to ensure that actions are progressed. An annual review of the strategy is legally required and will be undertaken to help inform the way forward.

28.   Risk: The strategy does not deliver its intended outcomes.

        Mitigation: The regular monitoring and annual review of the Strategy will include consideration of whether the intended outcomes are being delivered.

Consultations

29.   A public engagement exercise was undertaken between 7th May and 2nd June 2024 and included a survey on the Council's 'Let's Talk' platform. There were 537 respondents, of which 78.5% were involved in school or college journeys. Over 50% of respondents were parents/carers of primary school pupils.

30.   A young person's focus group exercise (Travel & Transport Sounding Board) held in March 2023 identified a number of barriers to sustainable travel choices for the school/college journey. These synergised with some of those challenges identified through the public engagement exercise.

NAME
Paul Fermer (Director of Environment and Highways)

Annex:

1. Draft Sustainable School Travel Strategy & Action Plan
2. Public Engagement Feedback Analysis Report
3. Equalities Impact Assessment
4. Climate Impact Assessment

Background papers: Nil

Other Documents: Nil

Contact Officer: Melissa Goodacre, Sustainable Transport Manager
                         (Environment & Highways)
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September 2024

Sustainable school travel strategy

Oxfordshire, 2024–25

Providing choice, inspiring change

OXFORDSHIRE
COUNTY COUNCIL

Contents

Introduction

This document sets out Oxfordshire County Council's strategy for promoting sustainable travel to and from school and college across Oxfordshire, which supports our vision:

To improve the health and wellbeing of our children and young people by enabling active and sustainable travel to school and college on a safe, eco-friendly Oxfordshire transport system.

Local authorities have a duty, as set out in S.508A (1) (c) of the Education Act 1996 to promote the use of sustainable travel on journeys to and from places of education in their area. This duty applies to travel to and from:

- schools
- further education institutions
- 16-19 academies

Sustainable travel in this context is that which may improve:

- The physical wellbeing of users, and/or
- the environmental wellbeing of all or part

of the local authority's area.

Sustainable travel includes:

- public transport and shared transport
- active travel – walking, wheeling, cycling, and scooting.

This sustainable school travel strategy complements the county council's active travel strategy and underpins its local transport connectivity plan 2022-2050.

The aims of these and other related council and partnership strategies and policies can be found in **appendix 1** of this document.

This strategy is a living document that can be used to channel Oxfordshire's identified priorities into actions and to show how children, young people, and their families can be supported to travel safely and sustainably to school and college.

Aims of the strategy

This strategy has been developed through collaboration with key internal stakeholders

working in relevant roles within the county council who are involved in the school journey. This has helped to ensure that the strategy aligns with our council policies to address the climate emergency; support public health; address inequalities; and create healthier places to live and work in Oxfordshire.

The key aims of the strategy are:

1. Improving health and wellbeing for children, young people, and their families

2. Facilitating more sustainable travel choices for school and college journeys

3. Making active travel (walking, wheeling, cycling, scooting) a safe and comfortable choice for school and college journeys

A prioritised action plan has been developed that is informed by a combination of public and internal stakeholder engagement. The action plan further promotes and supports the aims of our strategy for sustainable travel to school and college.

Oxfordshire context

Geography

Oxfordshire is the most rural county in southeast England. Around 60 per cent of the population live in the urban areas of Oxford city and the main towns including Abingdon, Didcot, Witney, Bicester, and Banbury. The remainder live in smaller towns, villages, and hamlets (Oxfordshire Joint Needs Assessment, 2023) within the county.

The type and quality of transport service across Oxfordshire varies greatly. In urban areas there is usually a range of footpath and cycle route provision, however in rural areas this provision can be sparse. Public transport is typically more comprehensive and frequent within and between urban areas (such as Abingdon and Oxford). but many rural areas are served by infrequent services that are unsuitable for school journeys (tending not to run at peak commuting times), or no service at all.

The county is connected by several strategic roads including the M40 and A34 as well as a network of local B roads. We are aware that commuter and school travel are two main journey purposes and contribute significantly to peak time travel (LTCP 2022).

More than one hundred local roads in Oxfordshire have a 20mph speed limit following the introduction of our 20mph programme,[1] with over one hundred further roads proposed for a 20mph speed limit. This programme is designed to improve road safety for all road users, particularly vulnerable road users – those who are walking, wheeling, scooting, or cycling.

School population

Oxfordshire's 725,300 population includes approximately 115,000 children and young people aged 2-19 years (Census, 2021). This population is fairly evenly spread across the county districts apart from west Oxfordshire, which has approximately 25 per cent less children and young people aged 2-19 years than other districts.

Census 2021 data indicates a growing population in Oxfordshire which is built into population growth projections for the county (**Oxfordshire housing-led population forecasts March 2023 update (2021-2031) | Oxfordshire Insight**). One area of significant growth since 2011 is a 15 per cent increase in the number of children living in Oxfordshire aged 5-14 years. However, there has been an 8 per cent reduction in the number of children aged 0-4 years over the same period due to unique factors which we do not necessarily expect to continue.

[1] https://www.oxfordshire.gov.uk/residents/roads-and-transport/traffic/20mph-scheme

Oxfordshire context

Oxfordshire schools and numbers of pupils attending in January 2024 (Department for Education (DfE) statistics):

School type	No. of schools	No. of pupils	comments
State funded nursery/ primary (with many incl. nursery)	249	51,929	
State funded secondary (11-19)	39	42,271	
All through	3	1671	Primary 944 Secondary 727
State funded special schools	16	1,348	
Independent	53	18,265	
Total	**307**		

Different settings and types of school are unique. Sustainable travel actions for individual schools need to take account of this and cannot wholly rely on another's travel plan as a blueprint. For example:

- State-funded and academy primary schools typically have a local catchment area meaning that more pupils live closer to the school, and will find it easier to walk, wheel or cycle to school.

- Independent schools typically have pupils from a wide geographic area, which makes active travel for the whole journey impractical for many.

- Special schools cater for pupils with additional, often complex needs, and will typically be supporting students from a much broader geography due to a lower spread of specialist school provision across the country. These factors influence how pupils can travel to school.

Oxfordshire context

School travel

[National Travel Survey](#) data (2022) shows no significant change in the main mode of travel to school in England for pupils aged 5-16 between 2002 and 2022. This was typically either walking or car travel with the following breakdown:

- Less than one mile distance - most common mode of travel was walking, both for pupils aged 5-10 (86 per cent) and 11-16 (90 per cent)

- Between one and two mile distances - walking was the most common mode for pupils aged 11-16 (62 per cent) whereas only 18 per cent of pupils aged 5-10 walked to school.

- Over two mile distances - car was the most common mode of travel.

In urban areas, walking accounts for the highest proportion of travel to school. In rural towns this proportion decreases and in rural villages and hamlets car is the most common mode of travel to school.

Oxfordshire County Council no longer routinely collects travel to school data, as it is no longer a government requirement for schools to provide this information. The council does, however, continue to collect this data as part of school specific projects and this provides an indication of school journey travel behaviours, which are similar to the national picture.

Data collected from within the vicinity of Oxfordshire schools prior to the implementation of a school street scheme shows peak traffic volumes coincide with school drop off and pick up times, indicating there is a prevalent use of the car for school journeys. Hands-up survey data collected from these schools typically shows walking as the most common mode of travel to school followed by car.

In the 2023/24 academic year, Oxfordshire County Council has provided school transport for around 10,000 eligible young people to mainstream and to special needs schools. This school transport service is operated with a mix of approximately 500 in-house and contracted (through special bus and private-hire vehicle home to school travel contracts) vehicles, each weekday during the school terms. This costs in the region of £32m per year. The county council also subsidises parents/carers claiming personal budget or mileage allowances in special circumstances. Further, the council provides for a small number of pupils to have season tickets on buses and, very occasionally, trains. These extra examples are unique and considered and costed on a case-by-case basis.

Data on how school staff travel to work is also collected as part of school specific projects. The most common mode used by staff travelling to work is the car. Reasons given for this include:

- long commute distances

- having too many items to carry

- lack of suitable public transport.

Oxfordshire context

Barriers to active and sustainable travel to school

The common barriers to active travel school journey choices that are typically reported by pupils and their families are (National Travel Survey 2022):

- distance (too far)
- journey time (too long)
- age of children (too young)
- personal security
- health
- road safety concerns.

In Oxfordshire, road safety concerns have been flagged as a key barrier to active and sustainable travel (National Highways and Transport Network survey 2023):

	Satisfied	Unsatisfied	No view
Safety of walking to school	42%	31%	27%
Safety of cycling to school	30%	44%	26%
Road safety training delivery	35%	30%	35%

Research indicates that addressing some of these barriers, particularly road safety, can have a positive impact on the levels to people walking, cycling or wheeling to school (National Travel Survey 2022).

Assessing school travel and transport needs

School travel and transport needs for pupils in Oxfordshire are determined by:

- the assessment processes for those pupils and students who are eligible for transport support from the county council under the home to school and post 16 transport legislation, along with the council's home to school and post 16 transport policies
- the education, health, and care plan (EHCP) process for those pupils and students with additional needs
- the school travel planning process with schools that participate.

Public consultation and engagement exercises also help to understand the broader travel and transport needs of pupils, students, and their families in relation to the school journeys – which are often linked to other journeys such as pre-school or work travel (trip-chaining).

Oxfordshire County Council ran a public engagement exercise between 7 May and 2 June 2024 in the form of a survey hosted on the council's Let's Talk Oxfordshire site. The survey attracted a high volume of responses, and identified several key priorities for the people of Oxfordshire with regard to school journeys, including:

- Improved cycling infrastructure, training and access to a range of purpose-built cycles (e.g. cargo bikes, adapted cycles)
- More cycle training for primary school pupils and parents/carers
- Increased road safety education for pupils
- Improved walking routes to schools/ colleges including more pedestrian crossing areas
- More regular, well-timed bus services with cheaper fares
- Driver road safety education
- Increased parking enforcement around schools

A travel and transport sounding board focus exercise was held with young people in March 2023 which was well-attended. The session identified three key themes that attendees felt needed to be addressed to encourage more sustainable travel:

- More transport choice to support the growing independence of young people across the county.
- Investment in safer infrastructure options for young people – e.g. dedicated cycle lanes, walking routes and access to buses (particularly those in rural areas).
- More reliable and cost effective (with better ticketing options particularly between transport modes) buses that are better connected to ensure young people opt to take the bus as the first natural choice

Assessing school travel and transport needs

The feedback from these engagements has helped the county council focus on what really matters to the families who regularly travel on school journeys, and this is reflected in the action plan below. There is a true commitment to delivering the listed actions and the outcomes we hope to achieve. The actions will be monitored and reviewed by the sustainable school travel strategy planning board as well as through the school travel planning process, and any associated future travel surveys.

Action plan

Strategy focus	Actions	Targets	Timeframes	Current funding sources	2024/25 costs Sept - Apr	2025/26 costs Apr - Sept
1.Improving health and wellbeing for children, young people and their families	1.Ensure we meet delivery levels of the Bikeability training requirements to years 5 and 6	80 per cent of pupils offered a level 1 and 2 combined or level 2 course	By July 2025 (and ongoing subject to continued funding)	Existing funding and resources		
	2.Expand cycle training to other year group pupils and their families	Offer to year 4 pupils and parents in 6 schools	By July 2026	Extra staffing (0.5 FTE post @ £20k pa)	£10,000	£10,000
		Offer Bikeability level 3 training to years 7 and 8	By Sept 2026	Subject to successful external funding bid		
	3.Explore the role of balance bikes in enabling early years children to learn to ride	Trial in seven nursery schools	By Sept 2025	Existing Capability and Ambition Fund (CAF) funding and resources		
	4.Increase the number of school streets in the county	Operate four further trials	By Dec 2025	£325k of tranche 4+ funding secured		
	5.Regular monitoring and reporting of air quality levels	Monitoring scheme outside further 14 schools	By Sept 2025	Additional equipment fitted - £60k	£30,000	£30,000

Action plan

Strategy focus	Actions	Targets	Timeframes	Current funding sources	2024/25 costs Sept - Apr	2025/26 costs Apr - Sept
1.Improving health and wellbeing for children, young people and their families	6.Increase participation in walk to school initiatives	In 15 more schools	By July 2025 (and ongoing subject to continued funding)	Existing funding and resources		
2.Facilitating more sustainable travel choices for school and college journeys	7.Deliver more independent travel training to young people and adults with particular needs	Start training 20 young people and adults	By Oct 2025	Existing funding and resources		
	8.Collect more data on modes of travel to school to help understand trends and monitor modal shift	Data from an additional 20 schools	By Sept 2025	Existing funding and resources		
	9.Motivate and support schools to participate in school travel planning and achieve at least 'good' level	Minimum of 10 schools in progress per year	Phase 1 by Sept 2025	Existing funding and resources		

Action plan

Strategy focus	Actions	Targets	Timeframes	Current funding sources	2024/25 costs Sept - Apr	2025/26 costs Apr - Sept
2.Facilitating more sustainable travel choices for school and college journeys	10.Work with local bus operators and schools/ colleges to identify suitable bus timings to fit in with academic days	Hold discussions with all local operators	By Feb 2025	Existing funding and resources		
	11.Work with local bus operators to identify options for more affordable fare structures for pupils/ students, e.g. Youth Card/Multi-operator discounted tickets	Hold discussions with all local operators	By Feb 2025	Existing funding and resources		
3.Making active travel (walking, wheeling, cycling, scooting) a safe and comfortable choice for school and college journeys	12. Delivery of advanced road safety education in secondary schools.	Not feasible at present	Review in 2025			

Action plan

Strategy focus	Actions	Targets	Timeframes	Current funding sources	2024/25 costs Sept - Apr	2025/26 costs Apr - Sept
3.Making active travel (walking, wheeling, cycling, scooting) a safe and comfortable choice for school and college journeys	13.Deliver road safety education to all primary school pupils	Offer to all primary school pupils	By Sept 2026	Existing funding and resources		
	14.Implement more parking enforcement around schools and colleges	Not deliverable within current regulations				
	15.Implement more park and stride locations, where identified through school travel planning	Four new locations per year	Phase 1 by Sept 2025	Existing funding and resources		
	16.Support the development of more walking bus/cycling train initiatives	Six new per year	Phase 1 by Sept 2025	Existing resources with extra £1k per unit support funding (£6k in 2024/5)	£3,000	£3,000
	17.Improve the cycling infrastructure with more segregated cycle routes, all year surfaces, continuous routes, and lighting, as identified through the LCWIP and LTN1/20 compliant	Outside the scope of this strategy but can support external bids for capital to ensure infrastructure is improved routes to school				

Action plan

Strategy focus	Actions	Targets	Timeframes	Current funding sources	2024/25 costs Sept - Apr	2025/26 costs Apr - Sept
3.Making active travel (walking, wheeling, cycling, scooting) a safe and comfortable choice for school and college journeys	18.Roll out 20mph speed restriction programme	Monitor any delivery of remaining 25 per cent of programme around school areas	By Sept 2026	Subject to a funding bid for supporting physical measures		
	19.Introduce more parking restrictions around schools/colleges	Manage through safe school zones concept				
	20.Provide more secure cycle parking (inc. for larger cycles) at schools/ colleges	Four new/extended parking sites per year including maintenance agreements with schools	Phase 1 by Sept 2025	Extra £60k required in Year 1 and subsequent years	£20,000	£40,000
	21.Establish more bike libraries along with cycle repair sessions	Trial three more bike libraries	By July 2025	Extra £20k required		
	22.Develop a safe school zone concept for outside school areas and trial it	Trial at two schools	By Sept 2025	Extra £30k to support design and trial costs. Bid for external funding needed to support any infrastructure changes	£20,000	£10,000

Action plan

Strategy focus	Actions	Targets	Timeframes	Current funding sources	2024/25 costs Sept - Apr	2025/26 costs Apr - Sept
3.Making active travel (walking, wheeling, cycling, scooting) a safe and comfortable choice for school and college journeys	23.Design and deliver road safety education to drivers through school safety zone work	Support package developed and trialled	By Sept 2025	Existing funding and resources	£20,000	
	24.Develop and deliver young driver/motorised rider mentoring programme	Unable to expand due to current licensing regulations				

	Total costs			£196,000 (academic year 2024/25)	£103,000 (academic year 2024/25)	£93,000 (request from 2025/26 council budget)

Action plan

Any further funding for beyond September 2025 should be considered as part of the annual review of this strategy.

If actions 2 and 20 are continued into the 2025/26 academic year, this would require extra funding of £30k in the 2025/26 financial year and £50k in the 2026/27 financial year.

Consistent operational practice

Feedback from public engagement exercises and consultation with young people has helped the county council to formulate the specific actions above, and to better focus our plans for the day to day delivery of our initiatives. In particular, we intend to:

1. Review future general traffic schemes in the context of sustainable school travel.

2. Prioritise the promotion of school travel planning, especially within rural areas, to ensure we maximise the safety of pupils as well as supporting active travel choices.

3. Work with schools, parents, and other partners to develop a deliverable safe school zones concept to suit both rural and urban areas.

4. Explore the suitability of delivering school streets schemes in more rural schools.

5. Work closely with other local authorities and partner organisations, through the sustainable school travel groups that we have established (and other workshopping opportunities as they arise), to share and learn best practices and approaches.

6. Monitor the county council's vision zero activities and support these to incorporate more rural areas where practicable.

7. Regularly review the public transport offer for young people travelling to secondary school, sixth form, and college.

Appendix 1

1. Current and proposed interventions

National initiatives

The county council supports and encourages Oxfordshire schools to participate in the following national initiatives:

- Walk to school week and month (UK government/Living Streets)
- Road safety week
- WOW (walk to school) challenge (Living Streets)
- Big Walk and Wheel – (Sustrans, held annually in March)

Local travel initiatives

Bus ticketing

A new countywide multi-operator bus ticket was launched in July 2024, known as MyBus Oxfordshire. MyBus offers a special rate day or week ticket – both for adults and young people. The young person tickets are valid from age 5 to 18 (inclusive) and in many cases will represent better value than existing ticket products.

Bus services

In support of the government's road to zero strategy for transition to zero emission transport by 2050, Oxfordshire was granted £32.8 million to support the local zero emission bus regional areas (ZEBRA) scheme. The initiative seeks to cut air pollution, reduce noise pollution, and provide more reliable bus services for local people. The Oxfordshire County Council bid secured 159 zero emission buses now incrementally operating on 34 routes across Oxford city and nearby surroundings. This area has been defined through consideration of three core air quality management areas. All of these buses have been in operation since June 2024 on services in and around Oxford city. These new vehicles will have zero emissions at the point of operation and will be virtually silent.

The impact on both air and noise pollution is expected to be significant. The ZEBRA proposal also supports wider policy proposals for Oxford, including Connecting Oxford, which will deliver a zero emissions zone and traffic filters to remove traffic from congested city centre routes.

Travel planning

A travel plan is an action plan for increasing sustainable and active travel to nurseries, schools, and colleges. Developing the plan begins with identifying the current travel behaviours of the school community, and the existing travel-related initiatives that the school promotes (e.g. cycle training, Walk to School week, or road safety education). Once these are identified, a plan for how these can be built on is formed. The travel plan is a bespoke plan developed by a nursery/school/college.

All new and expanding nurseries, schools, and colleges must produce a travel plan using the Department for Transport's Modeshift Stars toolkit. Additionally, any nursery, school, or college taking part in a county

Appendix 1

council initiative must produce/ update their own travel plan – which should be updated annually. The county council, as the local education authority supports with the development of the travel plans.

Independent travel training (ITT)

ITT is designed to help empower young people with special educational needs and disabilities (SEND) with a sense of independence, power, and control over their own travel activities. It helps young people to be better equipped and more confident - increasing a sense of freedom, wider access to more life opportunities, and a bigger social circle and community.

The programme assists young people with transferable knowledge and skills for travelling safely and independently, whether that be walking, taking a bus, or taking a train. It also helps to better familiarise young people with their local community.

School streets

A school street is a measure that temporarily reduces the number of vehicles on the road(s) around a school during school start and finish times. This creates a safer environment around the school for children, young people, and their families/carers. The overall aim of this approach is to increase the proportion of children, young people, and their families walking, wheeling, scooting and cycling to school (as endorsed in the local transport connectivity plan). By reducing vehicle numbers around a school, air pollution can also be reduced and air quality improved.

Certain vehicles are exempt from a school street including residents of the affected street and their regular visitors/ carers, blue badge holders, emergency vehicles, school transport, and pupils and other members of the school community identified by the school.

Currently there are four permanent school streets in Oxfordshire (enforced with Automatic Number Plate Recognition (ANPR) cameras). These are all located at primary

schools. Air quality monitors are installed at all school streets to record the impact of the school street on air quality. A further phase (2) of school streets is being trialled (summer 2024), and funding has been secured for additional (phase 3) school street trials to commence in autumn 2024.

A school street is not a standalone measure and is developed and implemented alongside measures to increase walking (including park and stride), wheeling, scooting, and cycling to school.

You can find out more about school streets in Oxfordshire here school streets Oxfordshire.

Public health initiatives

Air quality improvement

The school sensors project is an air quality initiative to measure the impacts of interventions – such as school streets and 20mph zones – on roadside air quality.

Appendix 1

The University of Birmingham is conducting a research project using our data. We are also measuring air quality at school sites where no interventions are active (control sites).

Community Outreach Active Travel

The Community Outreach Active Travel (COAT) fund is a joint project between the county council's healthy placeshaping and travel plans and behaviour change teams and delivery partner Active Oxfordshire. It is designed to improve the health and wellbeing of residents in Oxfordshire's most deprived wards in Oxford city and Abingdon, Banbury, Bicester, Didcot, and Witney, by encouraging physical activity through active travel.

Active Oxfordshire receives some agreed funding from the county council to engage with grassroots community organisations, district councils and schools in the allocated wards noted above. The engagement is to establish initiatives creating opportunities for active travel. These initiatives include (but are not limited to) creating maps, arranging health walks, putting in cycle parking, providing bike libraries, cargo bikes, cycle training (for pupils and families), cycle maintenance training, and making sure donated cycles are ready for safe reuse.

One organisation that has benefited from COAT funding is Windrush Bike Project. Highlights from this west Oxfordshire cycling project include a bike mechanics for wellbeing course that was delivered to 27 adults – including 19 asylum seekers who were then able to take away and use repaired bikes at the end of the course. The programme has also established a bike library – loaning 92 bicycles to children from low-income families and 19 trikes and adapted cycles for children with additional needs.

COAT is not specifically dedicated to schools – its projects focus more on physical and mental health benefits of active travel rather than tackling traffic issues. It contributes to supporting sustainable travel growth in schools within wards that it covers, as schools in applicable wards are eligible for funding.

£625,000 of funding has been secured for the COAT programme – covering the three-year life of the project (from October 2023 to September 2026). The COAT programme is targeted to deliver sustained behaviour changes and there will be the potential to continue schemes beyond the three-year mark if funding allows.

E-bike pilot

The county council's public health team is running an e-bike pilot study for adults with the aims of contributing to tackling the climate emergency, traffic congestion, and poor air quality by reducing the need to use a car.

Infrastructure programmes

School crossing patrols

There are approximately 35 school crossing patrol officers in Oxfordshire, who work across the county to improve safety for children, young people, and their families to travel actively to school.

Appendix 1

New school design

Guidance has been produced to ensure all new nurseries, schools, and colleges provide appropriate cycle and scooter parking (enough parking space in a covered shelter that is relatively secure). The guidance also includes provision for staff and visitor electric vehicle charging and dedicated space for school buses to safely drop off and pick up pupils outside the school. The local road network surrounding the school should be designed to meet school street requirements and where possible the schools should be dual located with the local centres.

20mph speed restriction programme

More than one hundred local roads so far in Oxfordshire have 20mph speed limits following the introduction of our 20mph programme – with over one hundred more proposed. This programme is designed to improve road safety for all road users particularly those who are walking, wheeling, scooting, and cycling.

Safer routes to school

The county council is investing in making routes to school safer for walking, wheeling, scooting, and cycling as a part of its vision zero commitments as well as its active travel ambitions. Vision zero aims to cut the number of serious road accidents to as low as possible including reducing possible and potential road safety incidents on school routes. A prioritised list of schools and improvements is being developed to guide how this funding is used.

Road safety education

Oxfordshire Fire and Rescue Service delivers a programme of road safety education to Oxfordshire's children, young people and their families/carers. This includes:

Cycle training

Oxfordshire Fire and Rescue Service (in collaboration with partners), delivers Level 2 Bikeability training to primary school pupils (typically years 5 and 6). Community-led organisations are also supporting the delivery of cycle training. Oxfordshire Fire and Rescue Service's goal is to offer cycle training to all primary school children in the county by the time they leave primary school. It has made successful funding bids recently to help achieve this goal.

Family cycle training sessions have also been explored but this has proven less successful due to lack of take-up.

More about cycle safety from Oxfordshire Fire and Rescue Service can be found **here**.

Pedestrian training

Footsteps – aimed at parents to start road safety education for their children as early as possible. It provides parents with practical tips for teaching their children road safety skills. Footsteps training can also be provided in-person. Check out the downloadable **Oxfordshire's Footsteps Guide** here.

Appendix 1

KS2 training package – A pedestrian training package covering skills, hazards, and coping ideas. This is self-deliverable by teachers.

KS2 advisor visit – A 45-minute presentation delivered by a KS2 advisor, covering fire, water, and road safety.

Car drivers and passengers

Young people aged 17 to 24 years who are learning to drive/newly qualified drivers can benefit from a number of initiatives such as:

- **First car academy**
- Hazard awareness signposting
- Fatal 4 – it's not worth the risk
- Morning after
- Think campaigns

Oxfordshire Fire and Rescue Service publicises safety guidance for car drivers and passenger **here**.

Powered two-wheelers (motorcyclists)

National and local training courses include:

- **Bikerdown**
- **Advanced rider training**

More information and guidance on motorcycling safety can be found **here**.

Junior Citizens Trust

Junior Citizens Trust is a partnership programme that provides safety education to year six pupils. The children take part in eight interactive safety scenarios. They decide on best actions and learn correct safety guidance for the scenarios in a safe, supervised environment. The scenarios are:

1. Fire safety

   Raises awareness of how and where fires start, the possible results and what to do in specific situations.

2. Personal protective awareness

   Role-play exercise set up in response to situations that could be encountered during everyday life.

3. Home dangers

   Spot the danger in an example home: e.g. dangerous appliances and items, hazardous substances, and unsafe situations.

4. Be rail safe

   Teaches the dangers of being near, or on rail tracks, by highlighting risks and potential outcomes.

5. First aid

   How to respond to an emergency, how to prioritise what actions to take, and how to put someone in the recovery position.

Appendix 1

6. Water safety

Using a pretend situation where a person is drowning in a stretch of water to teach pupils what are the most sensible things to do to try and rescue the person.

7. Road safety

Giving pupils the opportunity to practice basic road safety rules and procedures on our road.

8. Internet safety / bullying

Exploring dangers of the internet and bullying (in-person or cyberbullying) is practiced with students on a two-yearly basis.

For further information about the programme or how to request a visit for your school please visit the **Junior Citizens Trust website**

Appendix 2

Strategic and policy context

The sustainable school travel strategy contributes to the following strategies and policies by supporting and promoting sustainable and active travel to schools:

Local transport and connectivity plan 2022-2050 (2022)

Oxfordshire's local transport and connectivity plan (LTCP) outlines the vision for a net-zero and thriving Oxfordshire and how this will be achieved – with school travel an important component of this.

The LTCP identifies a series of challenges with the school run at present, including significantly contributing to congestion, increasing air pollution, and increasing road safety risk. These factors are considered barriers to parents allowing children to travel independently to school.

Promoting active travel is seen as a solution to existing challenges – including through delivering initiatives such as school streets,

park and stride, wayfinding, and travel planning - 'working with schools to develop a programme of walking and cycling measures to travel to and from school' (LTCP policy 11). An increase in active travel will not only address congestion, air pollution and road safety risk, but also contribute to child and adult physical and mental health and develop children's ability to travel independently.

Oxfordshire health and wellbeing strategy (2024-2030)

The Oxfordshire health and wellbeing strategy identifies physical activity and active travel as a key factor for 'living well'. There is an ambition to increase walking and cycling to workplaces and school, particularly in deprived communities. Active travel can reduce obesity, contribute to tackling the climate emergency and thus reduce the climate change individual threat to health and tackle health inequalities between poor and wealthy neighbourhoods.

A key principle that underpins the strategy is 'prevention' of illness, for a which active travel

and a reduction in air pollution can influence.

Oxfordshire children and young people's plan 2018-2023

Oxfordshire's children and young people's plan sets the vision for Oxfordshire being 'a great place to grow up' and for children to reach their full potential. It identifies health and obesity levels in children as an area of concern. It also recognises how some children are more disadvantaged than others and that there is a need to support the most vulnerable including children with SEND.

The plan identifies services available to promote good health and prevent ill health, access to services to improve overall wellbeing, and access to easy ways of getting active as key in ensuring children are happy and healthy.

Appendix 2

Oxfordshire Join Strategic Needs assessment 2023 update

Oxfordshire's Joint Strategic Needs assessment identifies areas of deprivation and inequality in Oxfordshire, and the challenges that people in these areas face. It includes various areas such as poorer access opportunities to green spaces, healthier food options and healthy travel to school,

Oxfordshire County Council climate action framework (2020)

Oxfordshire's climate action framework establishes clear targets and a reasoned approach to tackling the climate emergency. Schools are identified as a fundamental component in achieving these targets. There is a commitment to ensuring services delivered to schools (e.g. home to school transport) are low carbon and have minimal impact. For example, school streets is identified as a way to reduce the carbon impact of the school run.

Air quality strategy (2023)

Oxfordshire's air quality strategy sets out an Oxfordshire-wide ambition for raising awareness of air pollution posing a significant risk to public health, and the importance of improving air quality. The main priority of the strategy is to 'reduce emissions of indoor and outdoor air pollution'. The air quality strategy emphasises the need for behaviour change initiatives at schools and a larger role in influencing the design of transport schemes near schools.

Home to school and college transport policies (2023/24)

The council's home to school transport policy (2023/24) meets the standard legal requirements of the 1996 Education Act in providing transport support at no cost to eligible pupils (criteria showed in the link). Individual cases falling outside the standard criteria may also be considered to be eligible due to exceptional circumstances (based on pragmatic review of the case).

The council's post 16 transport policy (2023/24) goes over and above the legal requirement for post-16 students with additional needs who have an education, health and care plan (EHCP) in that they continue to receive transport support from the county council at no cost to their families.

Future generations

The "council believes that it is vital to consider the wellbeing of future generations in all decision-making in the council".

Appendix 2

References

1. [National Travel Survey 2022: Travel to and from school - GOV.UK (www.gov.uk)](#)

2. [Oxfordshire School Census 2021](#)

3. [Oxfordshire Joint Needs Assessment 2023](#)

4. [Oxfordshire Join Strategic Needs Assessment 2023 Update](#)

5. [LTCP 2022 - 2050](#)

6. [Oxfordshire County Council Climate Action Framework (2020)](#)

7. [Air Quality Strategy (2023)](#)

8. [Oxfordshire Children and Young People's Plan 2018-2023](#)

9. [Oxfordshire Health and Wellbeing Strategy (2024-2030)](#)

10. [Home to School Transport Guidance (2024)](#)

11. [Post 16 Transport to Education and Training](#)

12. [Future Generations Mission Statement (2024)](#)

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Sustainable School Travel Strategy Engagement Survey Analysis

Summary

Cycling is coming up as the most popular mode of travel to education and this is supported by most parts of the engagement survey. A recurring theme is around the desire of respondents for an improved and safer cycling infrastructure, training, and accessibility to a variety of purpose built cycles.

Another particular recurring theme is around improvements to the pedestrian infrastructure. Respondents have expressed concern around the safety of pupils walking to school, particularly noting the poor behaviour of those driving their children to school and other drivers who do not respect the safety of pedestrians or cyclists.

In addition, there is much support for an extended bus network to cater for travel to education, particularly for those pupils living in rural areas who generally have less travel choices than those living in urban areas.

In terms of encouraging active travel modes, the survey has demonstrated strong support for some of the actions listed under the Council's priorities and ideas. Respondents particularly felt that improving cycling and walking routes to school were very important, along with delivering road safety education to all primary school pupils. The top three most important accessibility measures supported by respondents were much along the same lines: better quality footways; more pedestrian crossings; and improved cycling facilities.

The actions stated as being most important to enable respondents to use sustainable travel modes included more regular well-timed buses, cheaper bus and rail travel, and more cycle training for all primary school pupils and parents.

Participant data:
- 537 Different respondents participated with varying nos. of responses, depending on questions
- 50.4% (275) of 546 responses were from parents/carers of primary school pupils
- 22.2% (121) of 546 responses were from parents/carers of secondary school pupils
- Colleges and other venues each represented 7.4% of responses.
- 164 responses were related to 1 particular venue (Europa school)

How people travel to education in order of highest used mode:
1. Car (32.53% of journeys)
2. Walking (23.8% of journeys)
3. Cycling (18% of journeys)
4. School bus (11.82%)
5. Public bus (3.56%) & Scooting (3.56%)
6. Car Share (2.92%)
7. Wheeling (1.14%)

All other modes represented less than 1%

By far the largest share of walking to school (73.8%) was recorded at primary school phase. Primary phase share of car travelling (61%) and cycling (66.9%) appears much higher than the secondary phase share, which has car use at 14.5% and cycling at 27.46%.

This data reflects the high proportion of responses from parents/carers of primary school pupils (50.4%) so this caveat needs to be taken into account when examining travel data across the board.

If we examine the data by school phase rather than by overall travel mode, this is the picture:

Looking independently at secondary school phase,
- the highest mode of travel is cycling (23.3%)
- car use (22.2%)
- school bus (20.3%)
- walking (16.8%).

At primary school phase,
- car travel is highest at 31% of journeys
- walking represents 27.4%
- cycling represents 18.8%
- school bus represents 11.7%

At college phase, car use is the main mode of travel, representing 87.9% (51) of all responses relating to colleges (58).

Responses relating to other venues (58) showed
- walking as the highest mode of travel at 31%
- cycling at 12%
- car use at 10.7%
- public bus use at 8.62%

How people would prefer to travel on education journeys:
1. Cycling 33.8% (231)
2. Walking 21.2% (145)
3. School Bus 17.9% (122)
4. Car 12.9% (88)
5. Public Bus 6.0% (41)
6. Scooting 2.6% (18)
7. Car Share 2.0% (14)

All other modes represented less than 1%

In comparing data relating to how people currently travel and how they would actually like to travel, the following points are noted:

- Cycling is the most popular preferred mode of travel at 33.8% and only 18% of journeys are currently made using this mode

- Walking is the second preferred mode of travel at 21.2% yet 23.8% of journeys are currently made using this mode
- Only 12.9% of respondents prefer car as their mode of travel and 32.5% of journeys are currently made using this mode
- 17.9% of respondents would like to travel by school bus compared to the 11.8% who travel by this mode at present
- More people would like to travel by public bus (6%) compared to the 3.56% who currently travel by this mode
- More people travel by scooting mode (3.56%) than would prefer to (2.6%)

Car Travel:

For those people who have said they prefer to travel by car, these are the list of the reasons provided:

1. Safety concerns (18%)
2. Follow on journey to work (16%)
3. Time pressures (15.8%)
4. Distance (15.5%)
5. No alternative option (10.7%)
6. Multiple drop-offs (9.6%)
7. Health issues (4.2%)
8. Mobility difficulties (3.4%)
9. Other (6.8%)

Journey Times:

Journey times were intended to include 4 time bands but due to an error in the survey document the band of more than 60 mins was omitted. Other bands were:
- Less than 15 mins (38.7% of responses)
- 15 – 30 mins (40.3% of responses)
- 30-60 mins (21% of responses)

Overall, the majority of journeys (40.3%) fell into the 15-30 mins band, followed closely by the less than 15 mins band (38.7%).

Due to the high proportion of responses being in primary phase, it may be more representative to look at the data in school phases:

Primary phase (high to low)
- 42% of journeys take less than 15 mins
- 39.6% of journeys take 15-30 mins
- 18.3% of journeys take 30-60 mins

Secondary phase (high to low)
- 47% of journeys take 15-30 mins
- 29.5% of journeys take less than 15 mins
- 23.5% of journeys take 30-60 mins

College phase (high to low)
Numbers of responses are included in this list due to the low numbers involved (12).

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- 41.7% (5) of journeys take 30-60 mins
- 33.3% (4) of journeys take 15-30 mins
- 25% (3) of journeys take less than 15 mins

Other venues (high to low)
Numbers of responses are included in this list due to the low numbers involved (26).
- 50% (13) of journeys take less than 15 mins
- 34.6% (9) of journeys take 30-60 mins
- 15.4% (4) of journeys take 15-30 mins

As would be expected, journey times tend to increase as pupils move up from primary phase schooling to secondary and college phases, mainly due to the increased distance of catchment areas which occurs at these different education stages.

The Council's Priorities and Ideas

Under the actions listed in the survey which the Council could do to achieve it's priorities within the Sustainable School Travel Strategy, respondents indicated what they felt were the most important. The actions are shown below in priority order of importance to respondents:

Action	Priority	Support Nos. *
Improve cycling routes to schools and colleges	1	496
Improve walking routes to schools and colleges	2	484
Deliver road safety education to all primary school pupils	3	460
Deliver advanced road safety education to all secondary school students	4	433
Provide more independent travel training to young people with special educational needs	5	380
Increase the numbers of school streets* in the county	6	355

* *Nos calculated using 'very important' and 'quite important' categories added together.*

Respondents Priorities and Ideas

Accessibility measures

Respondents indicated how important each of these measures were in enabling them to use active travel modes on their school journeys. Listed in order of respondents importance:

Action	Priority	Support Nos. *
Better quality footways	1	468
More pedestrian crossing areas	2	465
Improved cycling facilities	3	463

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More street lighting	4	356
Dropped kerbs	5	311
Signed quiet routes	6	203

* Nos calculated using 'very important' and 'quite important' categories added together.

<u>Other measures</u>

Respondents indicated how important each of these measures were in enabling them to use sustainable travel options on their school journeys. Listed in order of respondents importance:

Action	Priority	Support Nos. *
More regular, well-timed buses	1	444
Cheaper bus/rail travel	2	438
More cycle training for all primary pupils and parents	3	412
Lower traffic speeds	4	377
Traffic reduction around schools/colleges	5	361
More walking to school initiatives	6	341
Encourage more walking buses / cycling trains	7	336
More pedestrian safety training	8	334
More park and stride facilities in practical locations	9	289
More enforcement of parking restrictions	10	283
More parking restrictions around school/college areas	11	263

* Nos calculated using 'very important' and 'quite important' categories added together.

In addition to the above measures, free text boxes were available for respondents to suggest other measures to help encourage sustainable school travel.
The most popular measures suggested were:

• More pedestrian crossings
• Improved cycling infrastructure including safe & segregated cycle routes
• More extensive school bus provision/network
• Driver education to improve safety (poor driver behaviour)
• Parking enforcement
• Safer pedestrian infrastructure
• Keep spare seat scheme/school buses

Sustainable School Travel Strategy Engagement

The health and wellbeing of children, young people and their families in Oxfordshire is the leading priority within this strategy. We know that walking and cycling along with other methods of active travel (walking, wheeling, scooting, cycling, bus) can make a big difference to air quality, road safety and the health and wellbeing of children and young people, as well as the adults who travel with them.

To support these goals, we are developing a plan which will set out our vision and the principles that will underpin how we can work together to achieve this. The plan we are developing is the Sustainable School Travel Strategy.

We are already doing work that aims to support sustainable travel to school and college including cycle training, road safety education, school streets, and travel planning (action planning for schools to promote sustainable travel).

Oxfordshire County Council is committed to tackling climate change as this is the biggest challenge the planet is facing. The council's overarching vision is to *'lead positive change by working in partnership to make Oxfordshire a greener, fairer, and healthier county'* ([Strategic Plan 2023-2025](#)).

The Sustainable School Travel Strategy and the actions we identify **with your help**, will support us to achieve this vision and to meet the climate change challenge.

Please click the survey link below to give us your feedback.

More information:

We want to ensure that the strategy:
'*Supports the health and wellbeing of our children and young people by enabling active and sustainable travel to school on a safe, net-zero Oxfordshire transport system.'*

We want this strategy to focus on the following:
- Improving health and wellbeing for children, young people, and their families
- Facilitating more sustainable travel choices for school and college journeys
- Making active travel (walking, wheeling, cycling, scooting) a safe and comfortable choice for school and college journeys.

Encouraging everyone to make sustainable travel choices for school and college journeys will contribute to healthier and safer living and a zero-carbon economy.

We would like to understand what will encourage people to make sustainable travel their preferred choice and how we can provide support to make this happen. From the information and feedback you provide, we will create an Oxfordshire County Council led action plan for improving sustainable travel to school and college.

Your feedback is important to us. Please complete the survey below. This will help us to better understand the needs, aspirations, and practicalities of increasing levels of more sustainable school and college travel.

Participant Information:

I am responding to this survey as: (Choose one option which is the most relevant)

- an Oxfordshire resident
- a parent/carer of an Oxfordshire primary school pupil
- a parent/carer of an Oxfordshire secondary school student
- a parent/carer of an Oxfordshire of a Post 16 student
- an Oxfordshire young person
- an employee in an Oxfordshire school/college
- a representative of a school/college
- a representative of a group or organisation
- someone who travels in (or through) Oxfordshire on a regular basis
- a business
- a parish, town, district, or county Councillor
- Other (please specify)

Do you make a journey to school or college? Yes / **No (Skip to The Council's priorities and ideas)**

Which school, college or other educational venue do you or your children travel to? Please list all that apply.

| |
| |

Please note: all personal data you provide will be protected and not shared with anyone else.

Survey Questions:

1.School and College Journeys

How do you or your children usually travel to school or college (Please tick or leave blank if you do not travel to school, college, or other place of education)?

Please use 'other venue' column if you travel to an unlisted place of education.

If you are a parent with children at different schools please use the grid to indicate how they travel to each school eg primary child may walk and secondary child may travel by bus.

If your children use the same method of travel (ie walking) please tick the journey to the nearest school or college that they make.

Venue:	Primary School	Secondary School	College	Other Venue
Walking				
Cycling				
Scooting				
Wheeling				
School bus (inc. minibus)				
Public Bus Service				
Taxi				
Train				
Car				
Car Share***				
Park and Stride*				
Park and Ride**				

* Park and Stride refers to walking from a local parking area away from school gate.
** Park and Ride refers to travelling by car to a Park and Ride site, then using bus travel.
*** Sharing a car with someone else outside of your family.

If none of the above, please tell us what other method of travel you use.

How long does your home to school or college journey normally take (Please tick)?
If you are a parent doing more than one drop, please mark total journey time.

Venue:	Primary School	Secondary School	College	Other Venue
Less than 15mins				
15 – 30 mins				
30 – 60 mins				
More than 60 mins				

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How would you prefer to travel?

Walking		
Cycling		
Scooting		
Wheeling		
School bus (inc. minibus)		
Public Bus Service		
Taxi		
Train		
Car		
Car Share***		
Park and Stride*		
Park and Ride**		
Other		

If none of the above, please tell what other method of travel you would prefer:

If you prefer to travel by car, please let us know why (Please tick):

Follow on journey to work		
Multiple drop-offs		
Mobility difficulties		
Health Issues		
Time pressures		
Distance		
Safety concerns		
No alternative option		
Other		

2. The Council's priorities and ideas

The council's main priority within this travel strategy is improving the health and wellbeing of children, young people, and their families in Oxfordshire.

We feel that some of the ways we can work towards this is by:

- Increasing the numbers of children and young people walking, wheeling, scooting, and cycling to school and college.

- Improving the air quality surrounding schools and colleges

- Reducing child and young person road casualties on journeys to school and college

- Improving road safety awareness in children and young people.

There are certain actions we could do to achieve these and we would like your views on how important or unimportant these are:

	Very important	Quite important	Neither important nor unimportant	Not very important	Not important at all
Increase the numbers of school streets* in the county					
Deliver road safety education to all primary school pupils					
Deliver advanced road safety education to all secondary school students					
Provide more independent travel training to young people with special educational needs					
Improve walking routes to schools and colleges					
Improve cycling routes to schools and colleges					

*   School streets are roads outside a school with a temporary restriction on motorised traffic at school drop-off and pick-up times.

3. Your priorities and ideas

If you don't already use sustainable travel options such as walking, cycling, wheeling, and scooting, buses, we would like to know what might support you or others to use these more often for the journey to school or college.

Accessibility measures

Please tell us how important or unimportant the following are to enable your journey to school or college to be undertaken using active travel methods:

	Very important	Quite important	Neither important nor unimportant	Not very important	Not important at all
Dropped kerbs					

Better quality footways					
Improved cycling facilities					
Signed quiet routes					
More pedestrian crossing areas					
More street lighting					

If you would like to see improved cycling facilities, please specify what facilities:

Other measures

How important or unimportant would the following measures be in supporting you to use more sustainable travel options for your journey to school or college?

	Very important	Quite important	Neither important nor unimportant	Not very important	Not important at all
More parking restrictions around school/college areas					
More enforcement of parking restrictions					
Traffic reduction around schools/colleges					
Lower traffic speeds					
More regular, well-timed buses					
Cheaper bus/rail travel					
More park and stride facilities in practical locations					

Encourage more walking buses / cycling trains				
More cycle training for all primary pupils and parents				
More pedestrian safety training				
More walking to school initiatives				

Other measures (Please describe):

Is there anything else you would like to tell us about sustainable school travel?

More detailed list of other measures suggested by respondents:

Oxfordshire County Council

Equalities Impact Assessment

Sustainable School Travel Strategy

July 2024

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Section 1: Summary details

Directorate and Service Area	Transport and Infrastructure, Transport Policy
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Oxfordshire County Council (OCC) School's Sustainable Travel Strategy (SSTS)
Is this a new or existing function or policy?	New policy document
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	The OCC SSTS outlines what the County Councils vision for the promotion of sustainable travel to schools and how the County Council will work towards achieving the vision. This coordinated approach ensures that the strategy aligns with Council policies to address the climate emergency, support public health, address inequalities, and create healthier places to live and work in Oxfordshire. The key aims of the strategy are: 1. Improving health and wellbeing for children, young people, and their families 2. Facilitating more sustainable travel choices for school and college journeys 3. Making active travel (walking, wheeling, cycling, scooting) a safe and comfortable
Completed By	Mark Gregory
Authorised By	
Date of Assessment	01/07/2024

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Section 2: Detail of proposal

Context / Background Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.	Local authorities have a duty, as set out in S.508A (1) (c) of the Education Act 1996 to promote the use of sustainable travel on journeys to and from places of education in their area. This duty applies to travel to and from: • schools • further education institutions • 16-19 academies Sustainable travel in this context is that which may improve: • The physical wellbeing of users, and/or • The environmental wellbeing of all or part of the local authority's area. Sustainable travel includes: • public transport and shared transport • active travel – walking, wheeling, cycling, and scooting.
Proposals Explain the detail of the proposals, including why this has been decided as the best course of action.	This Sustainable School Travel Strategy complements the Council's Active Travel Strategy and Bus Service Improvement Plan (June 24) and underpins the Council's Local Transport Connectivity Plan 2022-2050. The intent and purpose of this work is to identify the impacts the county council has on active travel to schools and other educational establishments, both positive and negative. The strategy proposes an ambitious vision for the promotion of sustainable travel to schools in Oxfordshire. The vision outlines what we are working towards, sets the scale of change required and will help to ensure consistency between future short term route maps. It will also require us to work in partnership with schools, their communities, delivery partners and other stakeholders to deliver this ambition. In support of the vision, the strategy identifies a set of objectives and a strategic approach to guide the work on promoting active travel to schools and other education settings. The strategy is then supported by an action plan that identifies the work already underway and any new actions that we will be taking to deliver our vision and objectives.

Evidence / Intelligence List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.	National Travel Survey data (2022) reveals that over the 10 years from 2002 to 2022 there was no significant change in the main mode of travel to school in England for pupils aged 5-16. This was typically walking and car travel with the following breakdown: • Less than 1 mile distance - most common mode of travel was walking, both for pupils aged 5-10 (86%) and 11-16 (90%) • Between 1 and 2 miles distance - walking was the most common mode for pupils aged 11-16 (62%) • Over 2 miles distance - car was the most common mode of travel. The public engagement exercise in May 2024 (summery report – add in link), highlighted many priorities for the people of Oxfordshire with regard to school journeys, including: • Improved cycling infrastructure, training & access to a range of purpose-built cycles (ie cargo bikes, adapted cycles) • More cycle training for primary school pupils and parents • Increased road safety education for pupils • Improved walking routes to schools/colleges including more pedestrian crossing areas • More regular, well-timed bus services with cheaper fares • Driver road safety education • Increased parking enforcement around schools A focus group exercise (Travel & Transport Sounding Board) held with young people in March 2023 identified 3 key themes they felt needed to be addressed to encourage more sustainable travel: • More transport choice to support the growing independence of young people across the county. • Investment in safer infrastructure options for young people – Dedicated cycle lanes, walking routes and access to buses (particularly those in rural areas). • More reliable and cost effective (with better ticketing options particularly between transport modes) buses that are better connected to ensure young people opt to take the bus as the first natural choice

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Alternatives considered / rejected	OCC are required by the department of Education to develop a SSTS, many of the actions are linked to existing council work and so alternatives were not considered.
Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.	For new actions and the vision, several proposals were considered and were refined through the officer workshop. A do-nothing approach was not considered appropriate for a range of reasons. This includes: - Work to increase the levels of active travel to school aligns with delivery of Oxfordshire County Councils priorities. - The development of a car centric culture contributes to rising levels of childhood obesity and the related long term ill health issues.

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	☐	☒	☐	The strategy will help to promote sustainable travel to schools in the county, benefitting older and younger residents. Older and younger people are particularly susceptible to the impacts of poor air quality. In children this includes asthma and slower development of lung function. In the elderly, this includes lung cancer and dementia. The strategy will therefore help to improve the health and wellbeing of different age groups and raise awareness of the health benefits of walking and cycling on different age groups.		Delivery by a range of stakeholders.	Annual review of SSTS action plan.

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Disability	☐	☒	☐	The strategy will help to improve access to schools in the county, benefitting disabled residents. Congestion and poor air quality can exacerbate existing health conditions and people with existing health conditions are more susceptible to the negative impacts of air pollution. The strategy will support the provision of school's transport for children with an Education, Health, and Care Plan (EHCP) process for those pupils and students with additional needs The strategy will therefore help to improve the health and wellbeing of disabled residents and raise awareness of air pollutions impact.		Delivery by a range of stakeholders.	Annual review of SSTS action plan.
Gender Reassignment	☒	☐	☐				
Marriage & Civil Partnership	☒	☐	☐				
Pregnancy & Maternity	☒	☐	☐			Delivery by a range of stakeholders.	Annual review of SSTS action plan.

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Race	☒	☐	☐	The strategy will help to levels of active travel in the county, this will be offered to a whole school community and benefitting residents from a non-white ethnic background.	Delivery by a range of stakeholders.	Annual review of SSTS action plan.
Sex	☒	☐	☐			
Sexual Orientation	☒	☐	☐			
Religion or Belief	☒	☐	☐			

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Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	☐	☒	☐	The strategy will help to improve access to sustainable travel opportunities in the county, including in rural communities. The strategy includes an action to engage parents and support the research and citizen science engagement, to understand and overcome the barriers to active travel, particularly in rural areas		Delivery by a range of stakeholders.	Annual review of SSTS action plan.
Armed Forces	☒	☐	☐				
Carers	☒	☐	☐				
Areas of deprivation	☐	☒	☐	The strategy will help to improve levels of active travel to schools and other education settings in the county, benefitting residents in areas of deprivation. Areas of high deprivation are often more polluted due to higher levels of traffic or industrial activities.		Delivery by a range of stakeholders.	Annual review of SSTS action plan.

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
				People in lower socio-economic groups are more likely to have pre-existing health conditions earlier in life. Support for active travel may add to the burden of poor health.

Studies show increased health risks associated with exposure to a car dependant culture among those living in areas of higher socio-economic deprivation.

The strategy will therefore help to improve the health and wellbeing of residents in areas of deprivation and raise awareness of the association between deprivation and lack of active travel opportunities. | | | |

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Section 3: Impact Assessment - Additional Wider Impacts

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Staff	☐	☒	☐	The strategy will help to improve council work on increasing levels of stainable travel It will also help to raise staff awareness of school travel barriers and the actions that can be taken.		Delivery by a range of stakeholders.	Annual review of SSTS action plan.
Other Council Services	☐	☒	☐	Improving levels of active travel will help to benefit residents health and wellbeing. This will have positive impacts on other services such as public health.		Delivery by a range of stakeholders.	Annual review of SSTS action plan.
Providers	☐	☒	☐	Working in partnership with external partners will strength the development of the SSTS objectives			
Social Value [1]	☒	☐	☐				

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[1] If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area

12

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	July 2025
Person Responsible for Review	Mark Gregory
Authorised By	

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Climate Impact Assessment

Details of proposal - *fill in all the areas shaded in blue*

Directorate and Service Area	Environment and Highways
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Oxfordshire County Council Sustainable School Travel to School Strategy
Is this a new or existing function or policy?	New policy document
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. **(following completion of the assessment).**	The Sustainable School Travel Strategy sets out Oxfordshire County Council's vision and aims for promoting active and sustainable travel to school. The strategy identifies actions that will have a positive impact on the environment including a reduciton in air quality, reduction in waste, and improved accessiblity to active and sustainable travel (particulary for the most deprived communities in Oxfordshire).

Context / Background Briefly summarise the background to the proposal, including reasons for any changes from previous versions	The strategy is a statutory requirement from the Department for Education. Oxfordshire County Council are required to review and update the strategy annually - this is the first strategy update for an extended period. Sustainable travel to school is beneficial to the environment and health and wellbeing of children, young people, their families and the community and therefore helps to address many of the council's priorities. The strategy compliments the Council's Active Travel Strategy and Bus Service Improvement Plan. It underpins the Council's Local Transport Connectivity Plan 2022-2050.

ProposalExplain the detail of the proposal, including why this has been decided as the best course of action.	This Sustainable School Travel Strategy compliments the Council's Active Travel Strategy and underpins the Council's Local Transport Connectivity Plan 2022-2050. The intent and purpose of this work is to identify the impacts the county council has on active travel to schools and other educational establishments, both positive and negative. The strategy proposes an ambitious vision for the promotion of active travel to schools in Oxfordshire. The vision outlines what we are working towards, sets the scale of change required. It will also require us to work in partnership with other stakeholders to deliver this ambition. In support of the vision, the strategy identifies a set of objectives and a strategic approach to guide the work on promoting active travel to schools and other education settings. The strategy is then supported by an action plan that identifies the work already underway and any new actions that we will be taking to deliver our vision and objectives.

Evidence / Intelligence List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposal and can help to inform the judgements you make about potential impact on our ability to deliver our climate commitments.	This strategy was developed in collaboration with teams across Oxfordshire County Council involved in school journeys. Alongside this, a public engagement exercise via an online consultation on Let's Talk Oxfordshire was used to understand the public's priorities and inform the action plan. A sounding board involving young people from across many of Oxfordshire's large settlements explored the concept of transport and travel and barriers to travelling independently and improvements sought. This was data was also used to inform the strategy. Data collected locally, including through travel plan development and consultations (although not comprehensive) reflects the national picture on mode choice for school journeys and barriers to active and sustainable travel.

Alternatives considered / rejected Summarise any other approaches that have been considered in developing the proposal, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.	OCC are required by the Department for Education to develop a Sustainable School Travel Strategy. Many of the actions identified in the strategy are linked to existing council work and so alternatives were not considered. For new actions and the vision, several proposals were considered and were refined through the officer workshop. A do-nothing approach was not considered appropriate for a range of reasons. This includes: Work to increase the levels of active travel to school aligns with delivery of Oxfordshire County Councils priorities. The development of a car centric culture contributes to rising levels of childhood obesity and the related long term ill health issues.
Completed by	Kim Sutherland
Climate action sign off by	
Director sign off by	
Assessment date	01/07/2024

Climate Impact Assessment tool

Assessment of impacts - *fill in the a* *shaded in blue*

Report Name	Sustainable School Travel Strategy
Project Notes	This strategy sets out how Oxfordshire County Council will support children, young people and their families to make sustainable journeys to school and college. Sustainable in this instance refers to travel by walking, wheeling, scooting, cycling and bus.
Export filename	*Sustainable School Travel Strategy CCIA 10.07.24*

.png   .png

Preview

Generated
10/07/24
v1.36

Just transition (+5)

Energy (↓↑ 0)

People & Organizations (+6)

Transport & Connectivity (+6)

+29

Procurement & Investment (+2)

Buildings (+2)

Resilience & Adaptation (↓↑ 0)

Nature (+2)

Waste & Consumption (+6)

Oxfordshire Council has committed to being a carbon neutral organisation by 2030 (8 years and 0 months away).
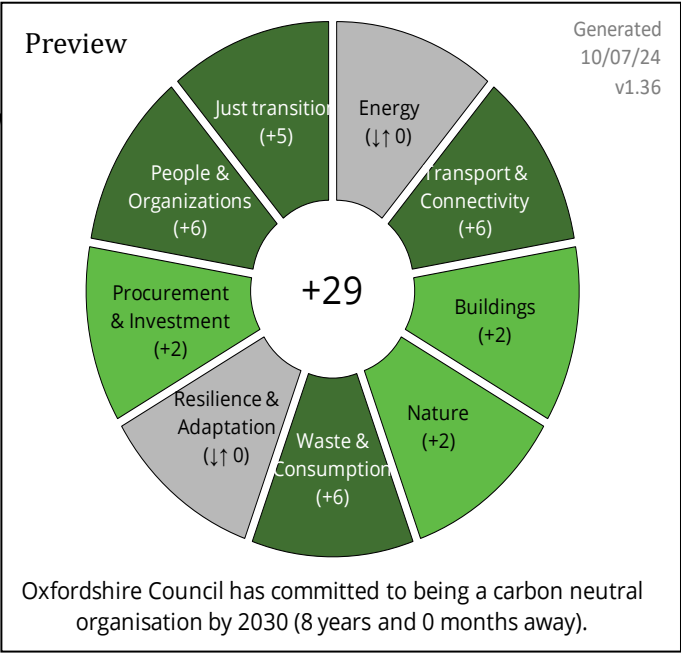
Category	Impact criteria	Score (-3 to +3) - select 0 only if not applicable	Description of impact (see guidance sheet or attached notes for more information)	Actions or mitigations to reduce negative impacts	Action owner	Timeline and monitoring arrangements
Energy	Increases energy efficiency	N/A	N/A	N/A	N/A	N/A
Energy	Promotes a switch to low-carbon or renewable energy	N/A	N/A	N/A	N/A	N/A
Energy	Promotes resilient, local, smart energy systems	N/A	N/A	N/A	N/A	N/A
Transport & Connectivity	Reduces need to travel and/or the need for private car ownership	2	This strategy seeks to make travel by walking, wheeling, scooting, cycling and bus easier for school journeys thereby reducing the need to own a private car. This compliments the work outlined in LTCP that aims to reduce the need for a private car.		Delivery by a range of stakeholders	Annual review for strategy update

| Transport & Connectivity | Supports active travel | 3 | The strategy identifies actions (informed by data collection including engagement with users) that address barriers to active travel, thereby making it easier for people to engage in active travel for the school journey. | Delivery by a range of stakeholders | Annual review for strategy update |
| Transport & Connectivity | Increases use of public transport | 2 | This strategy seeks to increase use of public transport with actions aimed at addressing barriers to public transport use including cost, routing and timing. | Delivery by a range of stakeholders | Annual review for strategy update |

Transport & Connectivity	Accelerates electrification of transport	1	The strategy promotes travel plan development, which includes exploring staff travel and how to support staff with an electric vehicle. New school guidance also outlines a requirement for electric vehicle charging points.	Travel Plans and Behavioural Change Team, Property Team	Annual review for strategy update
Buildings	Promotes net zero new builds and developments	1	This strategy supports new build school guidance that seeks to have a limited impact on the environment. New build guidance also sets requirements for active and sustainable travel provision for journeys to school.	Travel Plans and Behavioural Change Team, Property Team	Annual review for strategy update

Buildings	Accelerates retrofitting of existing buildings		N/A	N/A	N/A	N/A	N/A
Nature	Protects, restores or enhances biodiversity, landscape and ecosystems	1	Promoting active and sustainable travel will help to improve air quality and therefore have a positive impact on biodiversity and ecosystems.		Delivery by a range of stakeholders	Annual review for strategy update
Nature	Develops blue and green infrastructure		N/A	N/A	N/A	N/A	N/A
Nature	Improves access to nature and green spaces	1	The strategy identifies actions to improve active travel routes within and between communities - this may also improve access to nature and green spaces as a result.		Travel Plans and Behavioural Change Teams and Placemaking Teams	Annual review for strategy update
Waste & Consumption	Reduces overall consumption	2	This strategy promotes and looks to expand bike libraries, which recycle and		Travel Plans and Behavioural Change Team and	Annual review for strategy update

			retrofit old bikes and loan them out to people to use rather than buying a new bike. The strategy also seeks to expand bike maintenance courses to reduce the number of abandoned bikes.	Fire and Rescue Service	
Waste & Consumption	Supports waste prevention and drive reuse and recycling	2	This strategy promotes and looks to expand bike libraries, which recycle and retrofit old bikes and loan them out to people to use rather than buying a new bike. The strategy also seeks to expand bike maintenance courses to reduce the number of abandoned bikes.	Travel Plans and Behavioural Change Team and Fire and Rescue Service	Annual review for strategy update
Resilience & Adaptation	Increases resilience to flooding	N/A	N/A	N/A	N/A	N/A

Resilience & Adaptation	Increases resilience to other extreme weather events (e.g., storms, cold snaps, heatwaves, droughts)	N/A	N/A	N/A	N/A	N/A
Resilience & Adaptation	Increases resilience of council services, communities, energy systems, transport infrastructure and/or supply chains	N/A	N/A	N/A	N/A	N/A
Procurement & Investment	Procurement practices prioritise low-carbon options, circular economy and sustainability	N/A	N/A	N/A	N/A	N/A
Procurement & Investment	Investment being considered supports climate action/ is consistent with path to net zero	1	Any investment to deliver the actions in the strategy will also deliver climate action benefits due to the links between active and sustainable travel, air quality, waste reduction and climate action.		Delivery by a range of stakeholders	Annual review for strategy update

People & Organizations	Drives behavioural change to address the climate and ecological emergency	3	This strategy outlines a range of actions that will support active and sustainable journeys to school (and therefore address the climate and ecological emergency) . These actions are both behaviour change actions and infrastructure actions (the necessity for both to bring about change is realised).	Delivery by a range of stakeholders	Annual review for strategy update
People & Organizations	Drives organizational and systemic change to address the climate and ecological emergency	1	Work to deliver the actions in the strategy will also deliver climate action benefits due to the links between active and sustainable travel and climate action.	Delivery by a range of stakeholders	Annual review for strategy update

Just transition	Promotes green innovation and job creation	N/A		N/A	N/A	N/A	N/A
Just transition	Promotes health and wellbeing		3	This a strategy outlines actions to promote and improve active travel and air quality.		Delivery by a range of stakeholders	Annual review for strategy update
Just transition	Reduces poverty and inequality		2	This strategy outlines actions to improve access to active travel, particularly in deprived communities - this includes bike libraries and projects with partners Active Oxfordshire.		Delivery by a range of stakeholders	Annual review for strategy update
Just transition	Promotes inclusion and participation		2	This strategy was developed in collaboration with a range of stakeholders. A public engagement exercise and sounding board		Delivery by a range of stakeholders	Annual review for strategy update

with young people
was used to
inform the
strategy.

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Divisions Affected – all

CABINET

17 September 2024

COMMUNITY WEALTH BUILDING – ACTION PLAN AND NEXT STEPS

Report by Director of Economy and Place

RECOMMENDATION

1. **The Cabinet is RECOMMENDED:**

    a. **to approve the project allocation of the existing budget for the Community Wealth Building Programme**
    b. **to agree the principles laid out in the first iteration of the social value definition statement (at Annex 2), for incorporation into operational policy and strategy**

Executive Summary

2. During the last year, officers have been exploring policy approaches to tackling deprivation and financial inequality in Oxfordshire over the long term. Community Wealth Building (CWB) is an approach that seeks to 'build wealth' in local communities by reimagining how place-based organisations can maximise the local benefit of their economic activities. The 2024/25 budget allocated funding specifically for the development of a programme of CWB actions, and a CWB strategy. This paper highlights the progress of this programme, and the plans for how the entire budget will be spent.

Background

3. During 2023/24, officers developed actions relating to the 'fairer' element of the council's 'greener, fairer, healthier' visions, particularly with respect to financial inequality. Alongside short-term cost of living programmes, officers have explored interventions that can be shown in other places to have tackled cycles of deprivation over the long-term.

4. The development of Community Insight Profiles in the 10 most deprived wards in Oxfordshire, and the targeted investment of health-related grant funding in those areas, has highlighted strong evidence for the correlation between economic and health inequalities in Oxfordshire. Oxfordshire's Health and Wellbeing Strategy also acknowledges this link, making clear that efforts to

tackle health inequalities must also look at other inequalities that impact the health and life outcomes of Oxfordshire residents.

5. A Cost-of-Living Programme report was submitted to Cabinet on 14 May 2024[1], and an update report was reviewed by Performance and Corporate Services Overview and Scrutiny Committee on 10 November 2023[2]. These reports indicated how the council intends to spend the Household Support Fund and other locally funded investment. Any further allocations of this fund from central government is positive news, however, as was noted at Committee in November 2023, a longer-term approach to addressing the fundamental problem of economic inequality across Oxfordshire is needed. Supported by a dedicated budget to develop a Community Wealth Building and Social Value Strategy, this paper outlines a shift in approach from short term crisis interventions to a set of longer-term actions that will inform a wider strategy.

What is community wealth building?

6. Community Wealth Building (CWB) is a set of principles that outline how the council, working in partnership with business, the community and the wider public sector, can positively impact on the fairer impact of Oxfordshire's economic strength. It considers how the council's economic activities (such as procuring goods or services, employing staff and owning land/assets) can generate reinvestment in the local economy (specifically in local people) which will support Oxfordshire to become fairer, healthier and greener. A Community Wealth Building approach will also requires the Council to explore its role in shaping an approach to economic development that brings benefits for people and place in Oxfordshire.

7. In order to develop the council's approach to CWB, building on the strengths and assets already in place locally, the Centre for Local Economic Studies (CLES) was engaged to undertake a six-month project with the purpose of exploring the opportunities for CWB in Oxfordshire, and producing a recommendations report. The project included numerous workshops with service area representatives and partners to determine Oxfordshire's assets, and identify opportunities for developing CWB further.

8. The Centre for Local Economic Studies[3] (CLES), who describe themselves as 'the national organisation for local economies' define Community Wealth Building as: "an approach to economic development that changes the way that our economies function, retaining more wealth and opportunity for the benefit of local people". In the CLES model, there are five pillars of Community Wealth Building:

    a. Economic development
    b. Procurement and commissioning
    c. Employment and training

[1] Cost of Living Programme for 2024/25, Report to Cabinet, 14 May 2024
[2] Cost of Living Programme Report, Report to Performance and Corporate Services Overview and Scrutiny Committee, 10 November 2023
[3] CLES - The national organisation for local economies

d. Land and assets
e. Social economy

9. This six-month project was recently been completed and makes recommendations on how a Community Wealth Building approach can be embedded into policy and practice in the Oxfordshire context. The recommendations report can be seen at Annex 3.

10. The CLES report (Annex 3) moves thematically through the five pillars of community wealth building. You can see a highlight of the key findings below:

a. *Economic Development*
   - Highlights the progress that has been made as a system through the Oxfordshire Inclusive Economy Partnership (OIEP).
   - Recommends that the council build community wealth building principles into the council's approach to economic development.

b. *Spending and Procurement*
   - Highlights the success of the council's Social Value Policy, and the work of the social value subgroup of the OIEP.
   - Recommends that the council embeds community wealth building principles into all elements procurement and commissioning (wider than the requirements of the Social Value Act) and seeks to understand the impact of local authority spend in the Oxfordshire economy.

c. *Land and Property*
   - Outlines the strength of Community Land Trusts (CLTs) in Oxfordshire, particularly the success of collaboration between CLTs and the City Council.
   - Recommends that the council develops a stronger Community Asset Transfer (CAT) policy that ensures the financial sustainability of arrangements by integrating with business support offers.
   - Challenges the council to support and influence strong partnerships across anchor institutions that can bring about infrastructure investments that meet the needs of Oxfordshire residents (affordable housing and business space is identified, but these are not the only priority areas for the council)

d. *Employment and Skills*
   - Highlights the success of the 'social contract programme' which was funded by COMF funding administered through the council, and delivered by the LEP and partners.
   - Recommends that the council identifies opportunities to strengthen the pre-employment support offer in the County, particularly for residents living in areas of high deprivation to secure good employment with anchor organisations. This work must be done in partnership through the OIEP.

e. *Social Economy*

- Highlights the positive impact of partnerships such as Owned by Oxford, the Community Action Groups (CAGs) and the Community Recovery Network.
- Recommends that the council audit the appropriateness of current business support available to social enterprises, cooperative and community-owned organisations, and consider additional support in the form of expertise or funding streams.

Community wealth building at Oxfordshire County Council

11. Officers have been developing a programme of actions, based on the CLES recommendations, that will progress the implementation of a CWB approach across the council.

12. This programme of work is not starting from scratch, there are many elements of Community Wealth Building principles that the County Council and partners in Oxfordshire are already enacting. The list below is not exhaustive, but gives an indication of the CWB work already ongoing at the council.

    a. Since implementing the Social Value Policy in 2022, Oxfordshire County Council has delivered £4.9million worth of social value through contracts that are above the social value procurement threshold (as of September 2024).

    b. The Oxfordshire Inclusive Economy Partnership (OIEP) has catalysed significant interest in and progress towards creating a fairer and more accessible economy in Oxfordshire.

    c. Employment and skills programmes delivered in collaboration with the LEP and local voluntary sector organisations, and initiatives like the County Print Finishers that provides supported employment opportunities are successful examples of expanding access to the wealth generated by jobs in Oxfordshire. The County Council also champions apprenticeships through direct employment opportunities and through social value contributions from suppliers.

    d. Oxfordshire has a strong social economy, having been recognised as a Social Enterprise Place, and being home to numerous Community Action Groups.

13. A summary of the recommendations made in the CLES report was published at Performance and Corporate Services Overview and Scrutiny Committee[4] on 19 July 2024 (see para 32 below). The section below sets out the action plan that has since been developed, and present a breakdown for the CWB budget in the 2024/25 financial year.

Proposed CWB budget

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[4] Community Wealth Building and Wider Social Value, Report to Performance and Corporate Services Overview and Scrutiny Committee, 19th July 2024

14. The CWB budget has been amalgamated from a number of sources. Firstly, £60,000 was provided in the 2024/25 budget allocated for developing a community wealth building and social value strategy. This total was combined with funds carried forwards from the 2024/25 cost-of-living programme, which means that a total of £350,000 is available for CWB and related initiatives in 2024/25.

15. In addition, £55,000 was allocated in the 2024/25 budget for the development of a care cooperatives pilot and £8000 was allocated for OCC to gain membership of the Cooperative Councils Innovation Network. Both of these budget lines are held elsewhere, however their delivery is being managed by officers leading on the CWB programme. This brings the overall budget for CWB activities to a total of £413,000, including budget lines held elsewhere.

16. Below is a costed summary of activities that will be undertaken in the 2024/25 financial year to build a strong foundation for CWB at the council. The table has been split into funding that has been spent, committed or proposed. Any funding that has been spent or committed has been done with the approval of the relevant portfolio holders.

Total	Purpose
Status: spent	
£50,000	Developing a community wealth building (CWB) strategy, including officer costs
£15,000	Doughnut economics[5] project with the Oxfordshire Doughnut Economics Collective
£75,000	Support for the BIPC (The Business and Intellectual Property Centre) to carry out their activities, and to expand outreach and engagement in areas of high deprivation
£10,000	Collaboration with the Oxfordshire Social Enterprise Partnership (OSEP) and B Lab UK to provide a bursary for 20 recipients to attend the B-Corp Conference in Oxford in September, with tickets, travel and childcare all paid for
£8,000	Membership of the Cooperative Councils Innovation Network (CCIN) (budget held elsewhere)
Total: £158,000	
Status: committed	
£14,000	Funding to support 2 interns from areas of high deprivation to access a paid internship at OCC – the funding will contribute to the cost of running the internship
£23,200	Project with local CWB experts to develop a showcase and analysis report detailing how CWB has been done well in Oxfordshire, and what the council can do to support this activity at the grassroots. This report will be co-produced with 'community wealth builders' in Oxfordshire, and will contribute to the development of a CWB and social value strategy

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[5] 'Doughnut economics' is an economic theory which challenges the focus on GVA growth as a measure of economic success. The theory outlines that economies should use resources in a way that builds a strong social foundation that tackles inequality, while remaining within an ecological ceiling that protects the climate and natural world. Doughnut economics measures multiple dimensions, using this data as a compass to shift the goal to creating a safe and just space where humanity can thrive in balance with ecological limits. More information can be found here: What is Doughnut Economics? | University of Leeds

£55,000	Care cooperatives prototype project with local partners (budget held elsewhere)
Total: £92,200	
Status: proposed	
£25,000	Contribution to the cost of an Impact graduate or a management apprentice to support the development of the CWB programme
£25,500	Analysis of the Oxfordshire procurement spend – baselining to understand how much of the money OCC spends through procurement is retained within Oxfordshire's economy
£30,000	Support for reviewing the community asset transfer (CAT) policy
£15,000	Support for pre-employment and inclusive recruitment efforts in partnership with anchor organisations
£55,000	Co-produced training for staff around broader social value and CWB
£12,300	Contingency to provide flexibility in the budget
Total: £162,800	
Overall total: £413,000	

17. This overview does not include some actions that don't have a significant cost associated with them, or that may have a very small cost. These actions will be funded from the contingency that provides this level of flexibility.

18. The full Community Wealth Building action plan is attached as Annex 1. The action plan indicates the status of all actions.

19. Cabinet members are asked to consider and approve the overall spend breakdown for the Community Wealth Building budget.

20. This budget has been developed in collaboration with partners and services across the council.

Next steps and the Social Value statement

21. The implementation of the actions included in the CWB action plan will provide learning opportunities for officers to work with partners to understand how the council can be an enabler of CWB work across the county. This learning will then be used as evidence to shape a Community Wealth Building and Social Value Strategy for Oxfordshire, as outlined in this year's budget.

22. Community Wealth Building aligns with efforts to develop a broader understanding of social value. A *draft* Social Value Definition Statement was presented at Performance and Corporate Services Joint Overview and Scrutiny Committee in June 2024. This statement details what the council means by generating social value 'beyond procurement', and will be developed along with the CWB strategy which will identify social value as one element of Community Wealth Building.

23. The Social Value Definition Statement (attached as Annex 2) provides definitions for social value in different contexts:

a. **Social Value** - any additional economic, social or environmental benefit generated in any areas of activity carried out by OCC in the way it conducts business, rather than in the specific services it delivers

b. **Social Value as defined in The Public Services (Social Value) Act 2012** - additional economic, social or environmental benefit generated through the procurement of goods, works or services from the council's suppliers and the supply chain as a direct requirement of the Social Value Policy and the Social Value Act 2012

24. The Social Value Definition Statement recommended for agreement by Cabinet is attached in Annex 2. It is a first iteration and will be refined and developed as officers explore its practical application. It provides a foundation for developing community wealth building and social value policy and training that prompts officers to explore any additional social benefits that can be designed into how the council delivers projects, and how the council builds partnerships. The statement builds on the good progress the council has already made towards embedding social value.

25. The definition statement will be revisited and reviewed to bring in further learning from colleagues across the council who are enacting the social value principles and future iterations will be brought to Cabinet as required for update.

Corporate Policies and Priorities

26. As a policy framework, CWB is rooted in tackling financial inequality, and therefore has significant cross-over with efforts to tackle health inequalities and to support community resilience.

27. The Health and Wellbeing Strategy (HWS) sets out the importance of anchor organisations in supporting communities to remain healthy and well. The HWS outcomes framework outlines actions pertaining to community wealth building, particularly in delivering its priorities relating to financial wellbeing, healthy homes and community resilience. Community wealth building supports ongoing efforts to tackle the building blocks of health through healthy place shaping. Principles such as 'plural ownership of the economy' are already in use as part of the Community Insight Profile programme that uses delegated grant-making to involve communities directly in access to funding.

28. The Oxfordshire Way seeks to invest in community resilience, and to give residents access to the support they may need in their own communities, and to prevent further deterioration of their situation into crisis. In terms of deprivation, community wealth building interventions seek to prevent residents from slipping into crisis by providing greater access to the wealth and support that would meet their needs. Whether that be through skills, education and good employment, or through repurposing underused land as growing spaces or as a community centre for example. Extending the Oxfordshire Way into a cross-organisational transformation programme will mean encompassing a group of intersecting approaches including innovative community-led delivery with more

holistic economic development practice. In this context CWB is essential for supporting the council's commitment to increase community resilience.

29.   Community wealth building principles can be found in action in work that is already ongoing across the council, including the council's approach to inclusive employment (People and Culture Strategy) as well as the approach to consumption (Circular County Strategy). The Oxfordshire Food Strategy is closely aligned with supporting CWB, as is the grant funding programme to Community Action Groups that directly support CWB initiatives already underway in the community.

30.   CWB is a set of approaches that seek to widen the access that local people have to the wealth held in Oxfordshire's economy. Good community wealth builders are anchors in the local place, cognisant of the impact they have as an economic unit, as well as a service provider. Community wealth building will facilitate access to financial wealth, or property that brings investment to local people. In addition, CWB will also generate wealth for local people in the form of security, cultural capital, relationships, agency and power for example. In its role as place-shaper and partner of choice OCC has an opportunity to inform and influence other anchor organisations, supporting shared learning and the delivery of commitments to inclusive economy and climate change priorities, which were made as a system.

31.   The purpose of working with CLES was to understand how the council can take steps to become a leading 'community wealth builder' and how this learning can be applied to support the council's role as an anchor and signatory to the Oxfordshire Inclusive Economy Charter, and a partner in the Oxfordshire Inclusive Economy Partnership (OIEP).

32.   A Community Wealth Building approach aligns strongly with the missions identified in the new Commercial Strategy that is in development for the County. Namely commitments around thoughtful value creation, strategic thinking about how actions impact the wider 'system' and collaboration with a variety of partners to effectively work towards shared goals.

Feedback from Scrutiny

33.   At its meeting on 19.07.2024, the Performance and Corporate Services Overview and Scrutiny Committee considered the CLES recommendations report and the draft social value statement. The following observations were made:
a. Officers need to ensure that this CWB approach is not Oxford-centric and that it address the needs and opportunities in different areas of the County.

b. Members talked about ways to ensure collaboration with different groups such as local government, universities, businesses and community groups.

c. The committee explored ways to refine the CAT policy for greater consistency, clarity, and conformity with community wealth building values, while addressing the associated difficulties and necessary compromises.

d. The committee discussed methods for evaluating the results and effects of community wealth building, considering not just economic factors but also social, health, and well-being aspects, and the process of harmonising these with current metrics and strategies

34. These observations have been incorporated into the CWB approach and action plan and will be included in the future development of the CWB Strategy.

35. Subsequently, the draft CWB expenditure plan has been shared with members of the Performance and Corporate Services Overview and Scrutiny Committee for comment ahead of Cabinet's decision.

Financial Implications

36. The overall budget for the cost-of-living programme, including community wealth building spending was agreed at Cabinet on 14 May 2024. There are no additional budgetary implications of this report. However, Community Wealth Building and Social Value approaches in themselves may have financial implications as they are applied. New policy or actions developed through the approaches described will need to be fully tested for cost / benefit, value for money and affordability through future decision making, including that this would go through full governance and approvals process.

Comments checked by:

Drew Hodgson
Strategic Finance Business Partner
Drew.hodgson@oxfordshire.gov.uk

Legal Implications

37. There are no direct legal implications of this report.

Comments checked by:

Paul Grant
Head of Legal
paul.grant@oxfordshire.gov.uk

Equality & Inclusion Implications

38. Community wealth building work will have a positive impact on residents, especially those from areas of high deprivation, by generating an increase in the wealth retained and owned by the community. Low-income and deprivation

is often intersectional with issues faced by people with protected characteristics. For example a recent Joseph Rowntree Foundation report indicated that nearly half of everyone in poverty is either a disabled person, or lives with a disabled person[6].

Sustainability Implications

39.   Community wealth building approaches are aligned with circular economy principles, namely supporting local and regenerative economic practices, that reduce the extraction and transportation of resources.

Robin Rogers, Director of Economy and Place

Annex: Annex 1 – Proposed community wealth building action plan for 2024/25

                                       Annex 2 – Social Value Definition Statement

                                       Annex 3 – CLES recommendations report

Background papers: Cost of Living Programme Report, Report to Performance and Corporate Services Overview and Scrutiny Committee, 10 November 2023

                                       Cost of Living Programme for 2024/25, Report to Cabinet, 14 May 2024

                                       Community Wealth Building and Wider Social Value, Report to Performance and Corporate Services Overview and Scrutiny Committee, 19th July 2024

Contact Officer: Emily Urquhart, Policy Officer (deprivation, financial inequalities and community wealth building), 07564055878 emily.urquhart@oxfordshire.gov.uk

September 2024

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[6] Nearly half of everyone in poverty is either a disabled person or lives with a disabled person | Disability Rights UK

The development of these actions was informed by the CLES consultation process, the CLES final recommendations report and subsequent discussion groups with internal colleagues and partners.

Community Wealth Building (CWB) Action Plan 24/25 (some actions will need to continue past the end of 24/25 into 25/26)

<table>
<tr><td colspan="2"></td><td>**Theme**</td><td></td><td>**Action**</td><td>**Intended impact**</td><td>**Resources**</td><td>**Status**</td></tr>
<tr><td rowspan="5" style="writing-mode: vertical">Page 95</td><td rowspan="10" style="writing-mode: vertical">Internal OCC Actions</td><td rowspan="4">**Economic development**</td><td>1.1.1</td><td>Work proactively with the team undertaking the SEP refresh to ensure that CWB principles are aligned with local economic development:
- Align CWB principles with investor ESG principles to maximise CWB outcomes arising from investment</td><td>Provide the policy and strategic case for supporting SMEs, socially trading organisations.

Embed an understanding of economic development (and growth) as beneficial to people and planet.</td><td>Officer time in redevelopment of the SEP.</td><td>In progress</td></tr>
<tr><td>1.1.2</td><td>Capture impact through a broad set of metrics that go beyond GVA:
- Increased focus on the equality, health and sustainability outcomes that the council wants the economy to generate</td><td>The project with ODEC will produce a 'first go' at a doughnut data portrait for Oxfordshire.</td><td>£15,000 allocated for the Doughnut Economics project.</td><td>In progress</td></tr>
<tr><td>1.1.3</td><td>Enable business support colleagues to access training on community ownership and cooperative models.</td><td>Increase in the number of startup businesses choosing cooperative or community-owned models.</td><td>Investment in training costs (largely covered by CCIN membership).</td><td>In progress</td></tr>
<tr><td>1.1.4</td><td>Funding for the BIPC to support their existing work, and expand outreach to areas of high deprivation in Oxfordshire.</td><td>Provide opportunities for residents in high deprivation areas to access business support and advice to develop community-led business ideas.</td><td>£75,000 allocated in 24/25.</td><td>Complete (outreach in progress)</td></tr>
<tr><td>**Progressive procurement**</td><td>1.2.1</td><td>Engage potential suppliers – greater engagement earlier in the procurement process with smaller or alternative businesses in Oxfordshire.</td><td>Foster confidence and dispel misconceptions about social value. Making SMEs aware of the goods and services pipeline so that they can prepare to submit tender applications.</td><td>Officer time + potential to use some contingency budget to commission support.</td><td>In progress</td></tr>
</table>

		1.2.2	Investment in co-produced CWB training for staff to empower them to actively promote the maximum potential of social value – this will include training delivered by experts and tool kits to support learning for all colleagues involved in economic activities across the council.	OCC officers that engage with activities such as procurement, employment or asset management feel empowered and confident in the potential of social value and CWB approaches to maximise the local benefit of those activities. The training will reinforce good behaviours such as timely payment.	Commission subject experts to co-produce training with OCC procurement experts to ensure its relevant to Oxon context.	Not yet started
		1.2.3	Make better use of SAP data to more effectively track the types of organisations the council is commissioning.	Improve the council's ability to baseline and measure the types of organisations the council is commissioning.	Officer time + potential to use some contingency budget.	Not yet started
		1.2.4	Review the accessibility of OCC tenders and grant agreements to VCSE organisations, including reviewing any barriers such as insurance requirements for suppliers.	Remove barriers for smaller businesses and VCSE sector organisations to access funding, assets and investment from the council.	Officer time.	In progress
	Land and property	1.3.1	Review CAT policy to improve effectivity for OCC and community groups: - Understand which OCC assets might be available for CAT. - Ensure join up with business support services and require a business plan outlining how the lease will remain affordable. Develop a method to measure the benefits of CATs for the community and the council.	Support access to any surplus land that is available for CAT from OCC. Create an improved process for organisations to access the land/assets that increases successful transfers that tenants can maintain.	Officer time to develop the review – investment in a consultation exercise if necessary. £30,000 has been allocated in the budget.	Not yet started
	Employment and skills	1.4.1	Audit the 'social contract programme' and consider how to embed the learning in future projects and programmes.	Opportunity to learn from a programme that has been successful in supporting target communities into good jobs.	Collaboration to develop longer-term funding opportunities.	In progress

		1.4.2	Develop an options paper that enshrines the council's commitment to fair wages. - Include consideration of seeking accreditation for the Real or Oxford Living Wage defined by the Real Living Wage Foundation - Develop a methodology for defining when paying Oxford/Real living wage is 'feasible' as a stipulation in third party contracts.	Support fair economic practices in Oxfordshire.	Options paper will outline the cost of any shortfalls (e.g. staff employed through third party contracts).	In progress
		1.4.3	Map the employment profile of OCC's recruitment.	Have a baseline from which the council can plan improvement. Development of a method for measuring recruitment from areas of high deprivation.	Officer time.	In progress
	Social Economy	1.5.1	Gain membership of the Cooperative Councils Innovation Network, and create a plan to make best use of this membership for officers and members.	Facilitate access to funded innovation projects, peer learning and extensive training/resources for staff.	Initial membership investment £8000 and officer time.	Complete
		1.5.2	Developing a CWB strategy: work with local CWB experts who have led on CWB efforts in Oxfordshire to develop a report that examines how CWB can be done really well in Oxfordshire, how OCC can work more effectively with community groups.	Provide inspiration and confidence for officers to pursue collaborations of this type. Create a bank of evidence for the strategy development Showcase Oxfordshire's achievements.	£23,200 allocated in the budget + officer time.	In progress
		1.5.3	Support development of the social care coop hub.	Support the development of alternative ownership models in social care with the aim of building capacity of the social care system in Oxfordshire.	£55,000 allocated in the 24/25 budget.	In progress

		1.5.4	Create a bursary programme to enable attendance at the B-Corp annual conference in Oxford, for those who would not otherwise be able to attend (including covering childcare and travel costs where necessary).	Ensure that a cohort of entrepreneurs who face barriers to access are able to take part in the B-Corp conference taking place in Oxford in September.	£10,000 allocated in the budget + officer time.	Complete (showcase event planned for October)
		1.5.5	Facilitate support for the local credit union including building connections with the community food networks, supporting with comms to raise awareness and reviewing the council's money management policies.	Ensure that Oxfordshire residents have access to the credit union services if they need them, with the aim to avoid loan shark usage.	Officer time + potential to use some contingency budget.	In progress

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OIEP/Partnership Actions	**Progressive procurement**	1.7.1	Analyse procurement spend in Oxfordshire.	Benchmarking for partners to understand how investment and procurement spend moves around the Oxfordshire economy. Create a common understanding of 'influenceable spend'. Will also be a starting point for measuring increased targeting of spend towards social organisations.	Officer time to tag and report on procurements. Commission external organisation to undertake the spend analysis. £25,500 allocated in the budget.	Not yet started
	Employment and skills	1.9.1	Target employment among the County's anchor institutions – the County Council could act as a convenor to get this project off the ground. This could include the following for example: - Supporting the simplification of entry level applications and transferable skills (trial this with a few roles)	To have significant impact on the drivers of deprivation in Oxfordshire – access to well-paid and stable employment that provides up-skilling opportunities for residents. Decrease poor mental health and deprivation-linked demand on health services.	£15,000 allocated in the budget + officer time.	In progress

Social Economy	1.10.1	Work with partners to consider the availability funding streams for social enterprise businesses in Oxfordshire.	Provide support for social enterprises.	Currently being led by the City Council with their UKSPF funding. Officer time to contribute to the report.	In progress

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Social Value – A Statement of Definition and Ambition

The concept of social value considers how an organisation can add or detract to the community and environment through the *way* they act, not just through *what* they deliver. In the UK public sector context, social value is often narrowly defined as set the out in Social Value Act 2012, which deals with additional value that can be delivered through procurement. The County Council is ambitious to consider how it can deliver social value more broadly across its operations. This statement sets out a definition for social value that looks beyond what is delivered through the existing procurement policy, acknowledging that the principles of social value can be translated into other areas of economic function within the council such as asset management, employment and market shaping. This statement sets out an ambition to encourage a more thoughtful consideration of how these economic functions can have a positive impact on residents and local organisations, and how, where feasible, additional positive impact can be leveraged.

The Social Value Act and procurement
The Social Value Act requires public sector organisations to consider the economic, social and environmental well-being of an area when they commission and procure services. In 2022 Oxfordshire County Council approved a Social Value Policy which outlines how the council is implementing the 2012 Social Value Act. For tenders above the £100,000 threshold, suppliers are required to demonstrate how their economic activities in Oxfordshire will contribute positively to local people or the local environment. When designing the Social Value Policy, the council was able to prioritise a set of categories for the types of social value activities that suppliers can commit to. The Social Value Policy acknowledges the power and potential held in how the council conducts its procurement and commissioning functions, by expanding what is meant by 'value' when considering how tenders are awarded. Since launching the social value portal in March 2022, the council has delivered £4,947,304 of social value (as of September 2024), which is a monetary approximation for the 'value' of the additional social good that suppliers have committed to. The social value policy has been a great success, and demonstrated that it is possible to think differently about the impact that the council's economic functions have on our place. In line with our ambition to become a place-shaper of choice, it is important that the council is considering the economic, social and environmental well-being of Oxfordshire in all of our work.

This document outlines how learning can be applied from the Social Value Policy to other areas of the council's economic function that sit outside of the legal definition of 'social value' which applies specifically to procurements above the £100,000 threshold.

What do we mean by 'social value beyond procurement'?
This statement considers how we can go beyond the social value procurement policy, and ensure social value is considered in other areas of economic function, meaning the mechanisms that enable the council to deliver services, for example:

- Purchasing goods and services that fall below the Social Value threshold and identifying opportunities to build social value into contract specifications and tendering design

- Managing our assets
- Inclusive employment efforts
- Working with partners to maximise co-benefits and access to funding
- Market shaping and support for local businesses
- Influencing through partnerships and leading by example for improved social, economic and environmental outcomes in Oxfordshire

The Social Value Act provides a specific requirement for assessing social value over and above the main specifications of the contract. Similar frameworks are not in place for other areas of social value. In many cases, legislation requires the council to seek best value, narrowly defined, or otherwise sets strict requirements on how the council can act, for example in employment law. Nevertheless, there are significant opportunities to advance the Council's agreed priorities through broader consideration of Social Value in the way it operates.

OCC Draft Social Value Priorities

The County Council's Strategic Plan will inform what the Council will seek to achieve through social value. The council will produce further guidance and toolkits that will set out examples of what good looks like in terms of delivering social value in the way services are designed and delivered. Furthermore, this guidance will give an indication of how the council can measure progress against social value ambitions, in qualitative and quantitative terms.

The draft social value outcomes set out below focus on ways of working that promote asset-based community development, building partnerships that tackle inequalities and bringing investment and opportunities back to local people. These aim to align with the TOMs in the existing policy but made relevant beyond procurement.

Theme	OCC Strategic Plan Aims	Social Value Outcomes
Economic	**Create opportunities for children and young people to reach their full potential**	Improved employability of young people
	Work with local businesses and partners for environmental, economic and social benefit	New and improved skills for local people
		More local people in employment
		Crime and anti-social behaviour is reduced
		More investment and opportunities for local businesses, charities or socially-minded enterprises
		Support local businesses to embed social value and sustainability into supply chains
		Engage with our communities, develop strong ties and collaborate on projects to improve the local area together
		Minimise the impacts of businesses on our current and future environment, promoting circular principles and delivering sustainable growth
	Tackle inequalities in Oxfordshire	More opportunities for disadvantaged people
		Increase and promote fair and equal pay and reduce pay gaps
Social	**Prioritise health and wellbeing of residents**	Improving staff wellbeing and mental health

		Addressing the causes of health inequalities
	Support carers and the social care system	Vulnerable people are helped to live independently
	Invest in an inclusive, integrated and sustainable transport network	Supporting access to active travel enablers such as bicycles or other equipment
		Support for public transport usage or infrastructure
	Play our part in a vibrant and participatory local democracy	Support for community-led or cooperatively owned business models that embed community power into our economic democracy
Environmental	**Put action to address the climate emergency at the heart of our work**	Carbon emissions are reduced
		Air pollution is reduced
		Resource efficiency and circular economy solutions are promoted
		Sustainable procurement is prioritised
	Preserve and improve access to nature and green spaces	Safeguarding the natural environment – protecting and enhancing the environment

Note: The social value outcomes listed serve as examples and are not exhaustive. Some outcomes will apply across multiple themes, and the Council would welcome social value contributions or collaborations that aren't listed above, but that do support progress towards the Council's key priorities.

A Community Wealth Building approach to social value

The council has recently concluded a piece of work to develop a set of independent recommendations that outline how we can develop an approach to economic activities and economic development function that is informed by Community Wealth Building (CWB). Community Wealth Building represents a broader based approach to economic development, aiming to reshape conventional economic systems to enhance the flow and wealth and opportunity for local residents and communities. CWB provides a framework around five key pillars of activity:

- Economic development
- Spending and procurement
- Land and property
- Employment and skills
- Social Economy

By strategically deploying financial resources, employment practices, and assets such as land and property, organisations such as OCC and our partners can significantly influence the prosperity and well-being of local communities. CWB is a broad approach, with social value being one of the key ways in which we can deliver our wider Community Wealth Building aspirations. CWB provides a helpful framing and healthy challenge for the council to understand the extent of our economic power, and how we can be leveraging maximum benefit from that power.

The council has identified some priority CWB actions for this year, and will be developing a strategy based on learning from delivering the actions planned for this year. Oxfordshire as a place has a strong base of community wealth building initiatives and opportunities with solid examples already delivering within the Council and among its partners. The draft action plan in development includes investment in training and resources that will support officers to learn from examples of 'doing things differently' that have brought mutual benefit to residents, the local economy and the council.

Definition and principles

To provide greater clarity for the organisation, and avoid confusion around technical and non-technical meanings, this document will provide definitions for social value in different contexts:

- **Social Value** - any additional economic, social or environmental benefit generated in any areas of activity carried out by OCC in the way it conducts business, rather than in the specific services it delivers

- **Social Value as defined in the Social Value Act -** additional economic, social or environmental benefit generated through the procurement of goods, works or services from the Council's suppliers and the supply chain as a direct requirement of the Social Value Policy and the Social Value Act 2012

Generating social value is not something that can easily be reduced to a set of processes that the council can follow, and to do so may limit the possibilities of what we can achieve. This definition statement does not, therefore, set out a specific methodology for generating social value. The generation of social value will complement the priorities of the council, as set in the corporate plan and the budget. Building wealth and resilience within communities sits at the heart of how the council operates, and is encapsulated in strategies such as the Oxfordshire Way. When talking about generating social value, the definition must accommodate for the diversity of opportunities that will require individualised approaches, led by the council and community partners involved. Officers will be supported by training to consider social value when designing how to deliver a service or project, as well as considering the elements required to achieve the necessary outcome.

Much of the council is already engaging in the creative thinking that can generate additional social value. The Delivering The Future Together (DTFT) values have started to empower the council with the confidence to do things differently. The council will develop guidance and training that will support colleagues to put this social value statement into practice. The principles outlined below will add strength to a developing culture of innovation at Oxfordshire County Council:

Open to collaboration and doing things differently
- Be open to taking opportunities to collaborate with local organisations where feasible, this might include creative thinking around opportunities and challenges.

- The council's ambitions to make Oxfordshire healthier, greener and fairer will only be achieved through collaboration as these objectives cannot be achieved by one service area, or independently of each other.

Balanced evaluation
- Any efforts to generate community value should be carefully considered, ensuring that any future impact on the council's budget, or on the sustainability of projects has been evaluated.
- This is part of taking responsibility for the decisions that the council makes and ensuring that our commitment to supporting additional community value doesn't have a negative impact on our ability to carry out statutory services.
- The council's new Commercial Strategy draws a strong link between innovation in revenue generation, and fulfilling our social and environmental ambitions for Oxfordshire

Trust and transparency
- It is essential to build trust into how we operate, not only between the council and community groups, but also within the council between colleagues.
- New ways of working that generate community value, or support communities to develop their own resilience are more iterative and messy meaning that all parties have to trust one another to enable the necessary flexibility.
- Sometimes the most effective role the council can take is not the leading role, and to trust that local communities have the expertise to shape the support they need.

Listening and learning
- When doing things differently and working in new ways, the council will make mistakes. We will need to be prepared to learn quickly and to change our approach in response to feedback.
- Officers will be encouraged to share learning from projects that have gone well, to increase the confidence of colleagues to also work in this way.
- Always learning also applies to listening and feedback – the council needs to listen to the experience and feedback of residents and partners and to use this a constructive criticism.
- This may be particularly relevant when considering the accessibility of some of our economic functions, for example employment, grant-making, procurement.

Strengths-based thinking
- Collaborations work more effectively when all participants are doing what they are good at. Strengths-based thinking encourages the council to consider how the strengths of local people and organisations can be incorporated into how we deliver services.
- This approach is central to the Oxfordshire Way and provides a methodology for reaching sustainable and positive solutions.

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Embedding Community Wealth Building into Oxfordshire County Council

A Framework for Action
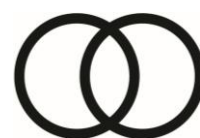
CLES
the national organisation
for local economies

Contents

Summary of Recommendations

Economic Development:

1) Prioritise Community Wealth Building in economic development practice.

    a. Establish a vision for progressive local economic development.

    b. Capture impact through a broad set of metrics.

    c. Ensure officer capacity to deliver economic development practices informed by the five community wealth building principles.

Spending and Procurement:

2) Leverage procurement for Community Wealth Building in Oxfordshire.

    a. Ensure procurement leads are supported to incorporate community wealth building approaches into practice.

    b. Analyse collective levels of local authority spend in Oxfordshire.

    c. Support the development of locally relevant TOMs.[1]

    d. **Engage potential suppliers.**

Land and Property:

3) Deepen the progressive practice of land use and disposal across the Oxfordshire footprint.

    a. Use surplus public land to support affordable housing and business space.

    b. Develop a community wealth building land use strategy for the county to influence local plans and anchor institution policy and practice relating to land use and disposal.

    c. Review the property and asset portfolio of the County Council to inform community asset transfers.

Employment and Skills:

4) Implement lessons learned from the social contract programme and ensure ongoing funding.

5) Target Employment among the County's anchor institutions.

    a. Encourage Oxfordshire's anchor institutions to map employment profiles.

    b. Encourage anchor institutions to target employment opportunities towards deprived postcodes.

Social Economy:

6) Consider the utility of the current business support offer.

    a. Audit business support alongside the Voluntary, Community and Social Enterprise (VCSE) sector to better understand the appropriateness and availability of the business support offer in Oxfordshire.

    b. Following an audit, consider additional support and available funding streams.

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[1] TOMs refers to reporting standards for measuring social value: Themes, Outcomes, Measures.

Embedding Community Wealth Building into Oxfordshire County Council   3

Introduction

Many localities across the UK are embracing inclusive economy ambitions, aiming to surpass traditional economic development approaches that have fallen short in delivering widespread social, economic, and environmental benefits at scale.[2]

In some areas, this aspiration is driving a shift towards more progressive forms of local economic development, with community wealth building approaches now taking centre stage.[3]

Community wealth building represents a progressive approach to economic development, aiming to reshape conventional economic systems to enhance the flow and wealth and opportunity for local residents and communities. Central to this, is the mobilisation of the economic powers of large, locally-rooted entities, known as anchor institutions, which include councils, hospitals, universities, colleges and housing associations. The strategic deployment of these institutions' financial resources, employment practices, and assets such as land and property can significantly influence the prosperity and wellbeing of local communities.[4]

Oxfordshire County Council is currently exploring how local infrastructure and resources can be harnessed as key drivers of health and wellbeing through community wealth building approach.

About this Report

This report provides a framework for action, to guide Oxfordshire in implementing a range of community wealth building interventions.

We begin in chapter one by setting out the art of possible. While Oxfordshire has a set of distinct opportunities and challenges, we sketch out in broad terms how the five principles of community with building can be used to build a more inclusive local economy, where wealth and power serve local people, using examples of emerging practice from across the UK. Subsequent sections delve into the practicalities of implementing these interventions. Using a thematic approach, these sections are structured around the following headings:

- Economic development;

- Spending and procurement;

- Land and property;

- Employment and skills; and the

- Social Economy.

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[2] TL Goodwin (2022). A new progressive economy is already being built locally. The New Statesman. Link.
[3] TL Goodwin et al (2022). A light in the dark: progressive frontiers in local economies. Link
[4] CLES (2023). Briefing: Community wealth building 2023 – a guide for new councillors. Link.

This framework for action draws on insights gathered through a series of consultations with local stakeholders, including local authority officers, health practitioners, and representatives from the voluntary, community and social enterprise (VCSE) sector. Each section contains a summary of existing activities in Oxfordshire that align with community wealth building principles, as well as the obstacles that must be addressed for successful implementation. Utilising these insights, each section also contains a series of key actions that serve as a foundation for future initiatives, outlining the necessary steps to develop a robust community wealth building programme in Oxfordshire.

1. The Art of the Possible

"We have a vision to lead positive change by working in partnership to make Oxfordshire a greener, fairer and healthier county. This means working closely with our residents, partners and wider communities to make Oxfordshire the very best place it can be."

[Leader's Foreword, Oxfordshire County Council Strategic Plan]

Oxfordshire: A Tale of Two Counties

Oxfordshire stands out as one of the UK's economic powerhouses, making substantial contributions to the national treasury generating an economic output of around £23 billion of Gross Value Added (GVA) each year.[5]

The County's economic dynamism is driven by research and innovation, particularly in fields such as life sciences, clean energy, and artificial intelligence. Home to the world's top-ranked university, Oxfordshire nurtures one of the best qualified populations in the country, with the highest concentration of knowledge workers.[6] Research, innovation and science hubs are also well spread throughout the County, with Harwell Science and Innovation Campus in the Vale of White Horse,[7] Culham Campus and South Oxfordshire.[8]

Recent achievements include attracting substantial inward investment, exemplified by Moderna's plans for a major manufacturing hub[9] and BMW's £600 million investment in the MINI plant, which already employs over 3,400 individuals.[10] Furthermore, Oxfordshire leads the UK in terms of 'good growth', with Oxford topping PwC's 2021 Good Growth for Cities report, which measures the performance of cities against key economic and wellbeing indicators, such as employment, health, income and skills.[11] Notably, Oxford City has maintained an unemployment rate of under 1% for a significant period, coupled with growth in private sector jobs.[12]

Despite notable economic successes, Oxfordshire grapples with significant challenges, particularly concerning income disparities, housing affordability, and health inequalities. Income inequality is stark, especially in Oxford, where a considerable portion of the population earns below the national real living wage of £9 per hour, with gender and employment status exacerbating these disparities.[13]

In education, while Oxfordshire generally outperforms the national average, disparities persist among demographic groups and localities. Disadvantaged pupils trail by 6 percentage points in

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[5] OxLEP (2018). Oxfordshire: a trailblazer for the UK economy. Link.
[6] Oxford Strategic Partnership (2024). Link.
[7] Harwell Campus. About. Link.
[8] Culham Campus. About. Link.
[9] Oxford Mail. (2023). Moderna builds new manufacturing hub in Oxfordshire. Link.
[10] BBC. (2023). BMW application for Cowley Mini plant changes approved. Link.
[11] PWC (2021). Good Growth for Cities: The local economic impact of COVID-19. Link.
[12] Centre for Cities (2016). Fast Growth Cities: The opportunities and challenges ahead. Link.
[13] Oxford Strategic Partnership and OxLEP. Oxfordshire Inclusive Economy Initiative Summary Report Findings. Link.

Early Years development and by 2.9 percentage points in attainment 8 scores at KS4.[14] Additionally, the evolving economic landscape leaves a significant portion of the population unable to benefit from local prosperity gains, compounded by the dominance of Oxford University, which disproportionately benefits specific post-doctoral demographics in high-growth industries.

Housing affordability presents a critical long-term challenge, with Oxford ranking as the least affordable city in the UK. Average house prices exceed 15 times the average salary, while monthly rents are among the highest in the South East.[15],[16] Oxford builds significantly fewer homes compared to cities with lower demand, exacerbating the housing crisis and contributing to a growing homelessness problem.[17] Stark disparities persist in social housing tenancies, mortgages, and homeownership opportunities, compounded by intergenerational poverty and limited social housing availability outside Oxford.

While Oxfordshire generally experiences low levels of deprivation, specific wards like Blackbird Leys, Barton, and Sandhills face significant challenges, with above-average rates of residents living in income deprivation and experiencing prolonged periods of unemployment.[18][19] According to the English Indices of Multiple Deprivation (IMD) 2019, three of Blackbird Leys' four Lower-layer Super Output Areas (LSOAs) rank among the 20% most deprived in England, particularly in education, skills, and training.[20] Additionally, IMD indicators reveal significant inequalities in Banbury – a district with some of the most deprived areas in the County – with six LSOAs ranked within the 20% most deprived areas nationally, and seven areas ranking in the 10% most deprived nationally on education and skills indicators specifically.[21] Health indicators in the area are also notably worse than the national average, especially in terms of the prevalence of depression.[22] Outside of inner-city wards, concealed pockets of deprivation persist within market towns and villages, often escaping detection by conventional measures like the IMD. Rural poverty is hidden, scattered in small pockets that sit alongside areas of wealth. Combining data from the 2021 census with the new Ethnic Group Deprivation Index (EGDI), which breaks down IMD by ethnic group, can reveal an otherwise hidden cluster of people experiencing significant economic hardship.[23]

In addressing these challenges, Oxfordshire aims for prosperity across all neighbourhoods, with concerted efforts from the County Council, local districts, and anchor partners. By confronting underlying issues of inequality and deprivation, Oxfordshire strives to foster a thriving and equitable community where all residents can flourish.

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[14] Oxfordshire Education Commission. (2023). Time for change: improving educational opportunity for all Oxfordshire's children and young people. Link.
[15] Oxford City Council. Housing Statistics. Housing Affordability. Link.
[16] Valuation Office Agency. (2019). Private Rental Market Statistics, 'Room' monthly rents recorded between 1 April 2018 and 31 March 2019 for the South East. Link.
[17] Centre for Cities. (2024). Cities Outlook 2024. Link.
[18] Oxfordshire County Council. (2019). Oxfordshire Insight: Deprivation. Link.
[19] Oxfordshire County Council. (2020). Some are more equal than others: Hidden inequalities in a prospering Oxfordshire. Link.
[20] Oxfordshire JSNA. (2020). Blackbird Leys Settlement profile of Health and Wellbeing Evidence. Link.
[21] Oxfordshire JSNA. (2019). Banbury: Community Profile of Health and Wellbeing Evidence. Link.
[22] Ibid.
[23] The Guardian (2023). High-end bikes and overcrowded homes: where poverty hides in Oxford, Link.
Note that at the time of writing, the EGDI data is not publicly accessible.

Leading Lights

In seeking to deliver widespread prosperity for people and communities, Oxfordshire is not alone. But while, many places now aspire to have more inclusive economies, this renewed strategic purpose has, in the main, led to areas trying to squeeze more benefits for local people and places out of inward investment opportunities as well as the continued reliance on property development-led regeneration.[24]

It remains to be seen, therefore, as to whether this will be enough to turn the dial here and have a positive impact on poverty, deprivation and inequality. Recent analysis by CLES shows that while foreign direct investment (FDI) has increased in almost all English city regions, for example,[25] this has not correlated with a positive impact on deprivation.[26]

This is not to say, of course, that local economic development practitioners should not be trying to squeeze as much as they can out of inward investment. But in addition, they should also be looking to diversify their approach to produce wider social, economic and environmental benefits at scale.

To this end, some areas are starting to tread a different path.[27] Here community wealth building has become a much more embedded approach, with local place-based assets becoming the focus of local economic development practice. This has resulted in the adoption of the following interventions and tactics with a greater focus on the grass roots economy.

Vision and Metrics

Minimising the extraction of wealth and building prosperity for all should be the intention of local economic strategy. Local economies everywhere should now be rejecting the idea that the sole measure of economic success is growth and should be including additional metrics for wellbeing, happiness, the reduction of poverty and carbon emissions. While economic strategy and planning falls under the jurisdiction of local governments, they should unite and inspire here, encouraging and enabling other anchor institutions, communities and the VCSE sector to play a key role in establishing an inclusive local economy vision. CLES's recent work with Newcastle, to produce a new inclusive economic strategy is a key example of this approach.[28]

Diversifying Ownership

The development of inclusive local economies also means growing more diverse forms of ownership such as co-operatives, social enterprises and community businesses. Recent research by CLES has highlighted that employee-owned businesses, for example, tend to be more resilient, less indebted, pay higher wages and more productive.[29] To this end, councils such as Islington

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[24] TL Goodwin et al (2022). A light in the dark: progressive frontiers in local economies. CLES. Link.
[25] Office for National Statistics (2021). Foreign direct investment involving UK companies by UK country and region, (directional): inward. Link.
[26] Office for National Statistics (2019). English Indices of deprivation 2019. Link.
[27] TL Goodwin et al (2022). A light in the dark: progressive frontiers in local economies. CLES. Link.
[28] Newcastle City Council (2023). Newcastle Inclusive Economic Strategy: Wealth that flows to all. Link.
[29] S Benstead and J Heneghan (2022). Owning the workplace, securing the future. CLES. Link.

have diversified their business support offer by commissioning a social enterprise hub and a co-operative development agency.[30]

With support from Power to Change, Liverpool City Region has invested £6.5m to support the development of local socially trading organisations. With this funding they have established Kindred - a new investment and development vehicle, owned and run by the sector, which is now providing business support and funding to local community businesses.[31]

In Greater Manchester, the combined authority is establishing an inclusive ownership platform to support and grow co-operative, mutual, social and community enterprises in key sectors of the everyday economy such as childcare.[32]

In North of the Tyne, the combined authority has been working with a group of supply teachers and local trade unions to create a supply teacher co-operative. Owned and controlled by the teachers themselves, the co-operative will replace the prioritisation of profit with an imperative to pay fairly and provide good terms and conditions for teachers.[33]

Harnessing the Power of Public Procurement

Looking for opportunities to support and influence the behaviour of local SMEs is emerging as a key local economic development tactic to promote a more inclusive local economy. As a result of Covid and the need to administer business support grants, many councils now have increased intelligence about the nature of their local SMEs.[34]

In councils such as Fife, Luton and Carmarthenshire, they are using this intelligence to target their own procurement expenditure towards growing and diversifying their local SME base. Here, economic development officers are engaging with local SMEs to make them aware of their goods and services pipeline, with a view to more of their supply chains being delivered by these local businesses. Through this engagement these local authorities are using this as an opportunity to address the environmental crisis – supporting local SMEs with retrofit and access to environmental grants. They are also encouraging the adoption of the living wage, as well as initiating discussions around succession planning, to potentially transition to worker ownership. This enables these local businesses to grow and develop with greater social and environmental purpose.

Building Inclusive Skills and Employment Pathways

Local anchor institutions often have significant numbers of jobs with good terms and conditions that can be targeted towards people and communities who need them the most.

In the West Midlands, the Birmingham & Solihull Integrated Care System, in partnership with the Birmingham Anchor Institution Network, is leading a programme known as ICAN across all of its employing providers. The three-year programme will deliver job opportunities for unemployed and young people, targeting economically disadvantaged areas across Birmingham and Solihull. It

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[30] CLES (2022). Community wealth building in Islington (2018-ongoing). Link.
[31] Kindred (2021). What we do. Link.
[32] Greater Manchester Combined Authority (2022). Launch of the report from the Greater Manchester Independent Inequalities Commission. Link.
[33] F Jones (2022). Unions tackling wealth extraction on the front line. CLES. Link.
[34] Local Government Association (2021). Supporting councils with business engagement. Link.

includes the provision of tailor made "get into work" development and support programmes, with careers, interview, application support and a programme of post-employment mentorship. The programme launched in November 2021 and has to date delivered 239 job outcomes with a further 322 applicants either currently in, or awaiting, training.

Using Land and Property to Build Community Wealth

How land and property assets are owned and managed are key features of any local economy. A community wealth building approach here is about using public land in a more purposeful way to build affordable housing, support local business and community activity.

For example, in 2017 Salford City Council launched Dérive, a wholly owned council-company set up with £2m of Section 106 funds.[35] Working in partnership with local housing associations, Dérive aims to deliver high-quality, truly affordable mixed tenure homes, on Council-owned, under used sites. The homes will be sustainable and provided at below average rent. Dérive has an ambition to deliver 3,000 new council and community-owned homes over the next ten years, forming Salford's largest council housing scheme for 50 years.

This approach also provides the opportunity to leverage additional social value in the form of construction training, apprenticeships and jobs that are targeted to local residents.

Furthermore, a community wealth building lens is now being applied to inform planning decisions. Through their ambitious local pan, for example, Preston City Council now requires developments that pass a size threshold to contribute to local job creation, create training and upskilling opportunities for local people and support local supply chains through procurement. Preston contracts a local social enterprise to monitor delivery, whose services are paid for by the developer.

Making Financial Power Work for Local Places

Despite the highly challenging funding environment for local government, community wealth building ambitions have, for example, seen local government pension funds used to fund local housing.[36]

More broadly, levers such as the Public Works Loans Board have been used by councils such as Salford to purchase a local shopping centre to redevelop and revitalise one of their local town centres and support local and social businesses through favourable tenancy agreements.[37]

Carmarthenshire council in southwest Wales have used levelling up fund monies to purchase a Debenhams and are working with their local health board to turn this into a health centre with a view to not only improving local services but also driving footfall on the local high street to help local business.[38]

CLES have also recently worked with APSE to produce a toolkit to maximise the levelling up fund's impact in local economies.[39] This toolkit, integrates five critical checks for project evaluation and

[35] Dérive Salford. (2019). Dérive business plan 2019/20. Link.
[36] CLES and Preston City Council (2019). How we built community wealth in Preston: achievements and lessons. Link.
[37] N Tague (2023). City Council is in the market. The Big Issue. Link.
[38] TL Goodwin et al (2022). A light in the dark: progressive frontiers in local economies. CLES. Link.
[39] CLES and APSE (2023). Getting the most from levelling up: A toolkit for maximising impact in local economies. Link.

delivers best practice recommendations. It stands as a valuable resource for authorities, facilitating the optimisation of social, economic, and environmental outcomes from their initiatives.

Does it Work?

Determining the effectiveness of real-world interventions like community wealth building is notoriously hard. Nevertheless, recent research by the University of Liverpool, University of Central Lancashire, Lancaster University and us here at CLES, shows that community wealth building in the city of Preston, for example, is having a positive impact on the health and wellbeing of its residents.

Our research found that during the period in which Preston's community wealth building programme was introduced, there were fewer mental health problems than would have been expected compared to other similar areas, as life satisfaction and economic measures improved. The introduction of the programme was associated with a 3% decline in antidepressant prescribing, and a 2% decline in the prevalence of depression, along with a 9% improvement in life satisfaction, and an 11% increase in wages, compared to expected trends. As our recent paper in the Lancet Public Health concludes, these interventions potentially provide an effective model for economic development that leads to substantial health benefits.[40] While the data does not measure demand for services specifically, it can be expected that the evidenced improvements in mental health will reduce demand for mental health and wellbeing related services.

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[40] Rose, T et al. (2023). The mental health and wellbeing impact of a Community Wealth Building programme in England: a difference-in-differences study. The Lancet Public Health. Link.

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2. Economic Development

Progress to Date

Economic development practice across Oxfordshire has strong roots in inclusive economy principles. The Oxfordshire Inclusive Economic Partnership (OIEP) has convened over a hundred organisations county-wide, spanning employers, businesses, educational institutions, community groups, and local government, to tackle pressing challenges collectively.

Notably, the development of the **Inclusive Economy Charter** promotes action through pledges that organisations sign up to, recognising the importance of supporting an inclusive economy across Oxfordshire. Over 50 organisations have signed or are in the process of signing the Charter. These signatories have made approximately 600 pledges, covering actions addressing social issues and supporting community development, including the transfer of unused apprenticeship levy, employee volunteering for community projects, mentoring, and more.[41]

To further the mission outlined in the Charter, the OIEP has established a number of **action-focused groups** to drive inclusive economic growth. The action groups have made progress in advancing the goals outlined in the OIEP's Delivery Plan 2023-24. For example, they have actively assessed funding opportunities for educational programmes like ARCh (Assisted Reading for Children) and pursued funding for a social value brokerage system for local authorities to maximise the impact of economic activities within the community.[42]

Squeezing More Juice from Inward Investment

In redefining Oxfordshire's approach to inward investment, stakeholders emphasised the imperative for more strategic measures. While acknowledging successes like Moderna's job creation, there's a resounding call to extend the benefits beyond GVA. Embracing disruptive approaches, such as leveraging local plans, holds the potential to significantly enhance inclusive economic development, ensuring that prosperity reaches all corners of the community.

"Oxford, in particular, is a global brand which attracts investment, contributing to wealth creation. Take Moderna, for example, which has created 300 jobs, primarily low-entry level manufacturing roles. While we recognise and embrace our global brand, there's an opportunity for more disruptive approaches, such as leveraging local plans to enhance inclusive economic development."

The alignment of investments with broader social and environmental goals emerges as a central theme, particularly in addressing the needs of deprived communities, especially those situated in market towns; thereby ensuring that economic endeavours not only generate financial returns but also contribute positively to the wellbeing of residents and the environment.

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[41] Future Oxfordshire Partnership. Inclusive Economy Charter. <u>Link</u>.
[42] Oxfordshire Inclusive Economy Partnership, Annual Report, 2022-23. <u>Link</u>.

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"There could be more conditions for investors, e.g., around pathways to employment for disadvantaged local communities. There are conversations to be had around the alignment of these investors ESG aspirations, and the County Council's inclusive economy aspirations, and what we want as part of that."

Nevertheless, despite optimism in the finance and investment landscape, particularly due to the *"scale of positive investors and prevalence of anchor institutions, who express an interest in social investment"*, concerns persist regarding the alignment of local investment with local needs and the available mechanisms to drive it.

Moreover, stakeholders highlighted the importance of capitalising on alternative resources available to the County for fostering economic development, recognising the limitations of relying solely on inward investment. In this context, there is significant interest in exploring the potential of the Shared Prosperity Fund to complement existing investment efforts. However, challenges exist in coordinating the utilisation of these funds effectively, underscoring the importance of aligning fund allocation with local economic strategies and priorities.

"We recognise the need for place-based interventions, but face challenges in implementing them due to lack of political focus at local level."

With the transfer of Local Enterprise Partnership (LEP) functions to the County Council, stakeholders see a critical opportunity to synchronise efforts, ensuring the fulfilment of commitments and propelling Oxfordshire toward a more inclusive and prosperous economic future. This transition presents a unique moment to align functions and resources, leveraging collective strengths to address existing challenges and seize emerging opportunities for growth and development across the County.

Summary

Inclusive economic development in Oxfordshire has strong foundations. However, progressive practice could go further. In summary, stakeholders advocated for a more strategic and inclusive approach to inward investment, aligning economic development efforts with community wealth-building principles. By taking action to prioritise social progress alongside financial gains, Oxfordshire can lead the way in raising the ambition of investors to support greater local economic inclusion.

Key Actions

1. **Prioritise Community Wealth Building in Economic Development Practice:** With the LEP functions transferring to the County Council, bringing business data and institutional knowledge, there is an opportunity to build a new economic development function in the council. The County's Strategic Economic Plan (SEP) looked to advance community wealth building principles and ensure that economic growth is sustainable and retained locally. With a view to advancing these ambitions, there should be an even greater imperative going forward to grow and develop the economy from within and to get more wealth to circulate locally. This can be done by committing to the following actions:

   a) **Establish a vision for progressive local economic development:** Building on the activity to date, community wealth building should be the central narrative which underlies all activity going forward. Supporting the growth and development

of local SMEs, as well as other forms of socially trading business and promoting employment and skills opportunities across Oxfordshire should be prioritised, as per the key actions in the subsequent sections When it comes to inward investment, Oxfordshire should be bold here. Oxfordshire is an attractive place to invest, and the Council should seek secure maximum benefit by aligning its community wealth building principles with investors' ESG goals. This should include an ask for investors to support employment pathways for people and communities from specific areas of high deprivation and support local supply chains within those areas.

b) Capture impact through a broad set of metrics: Capturing impact through a broad set of metrics is also important and there is a real opportunity for the County to look beyond traditional measures such as GVA and include the kinds of equality and health outcomes that it wants the local economy to generate. A recent report to the Organisation for Economic Co-operation and Development (OECD) proposes that today's primary goals should be environmental sustainability, falling inequality, rising wellbeing (including, but not only, incomes) and strengthening resilience. Adapting and adding to these measures, we propose a broad set of metrics below. (See Figure 1).

c) Ensure officer capacity to deliver economic development practices informed by the five community wealth building principles: Following the transfer of LEP functions, the Council should ensure that there is capacity for officers with a corporate function to deliver strategic economic development practice with a focus on community wealth building. Officers with this capacity should sit across council functions from procurement, property and assets, planning, employment, and finance.

Figure 1. Measuring Impact, CLES

Metrics (indicative)

Skills and employment:

Skills levels, unemployment rates, jobs paying the living wage, gender pay gap, proportion of jobs being accessed from an area with high IMD, availability of childcare and other support.

Health:

Life expectancy, life satisfaction, health inequalities (child and fuel), SIMD, mental health statistics.

Economic:

GVA, business start-up/ survival rate (inc. social businesses), investment capital accessed, flows of wealth, digital connectivity.

Land, transport and environment:

Vacant and derelict land, housing availability and affordability, transport connectivity, protection of natural capital (biodiversity and ecosystem protection), environmental quality, GHG emissions reduction.

2. Spending and Procurement

Progress to Date

In the ongoing journey to enhance collaboration and maximise the impact of public expenditure, Oxfordshire's procurement landscape is undergoing transformation, with emerging good practices reflecting a commitment to social value and community wellbeing.

Emerging Good Practice

This is evident in the implementation of **the County Council's Social Value Policy** which **looks beyond the cost of goods and services** and considers the broader aspects of how public spend can enhance economic, social, and environmental wellbeing. Functioning as a "golden thread", the policy is integrated with the council's Strategic Economic Plan, Climate Action Framework, and Equality, Diversity, and Inclusion Framework. The current priorities and expected outcomes of the policy include the creation of job opportunities for military and care leavers, addressing pay gaps, and supporting local community assets. Consultation stakeholders highlighted that the current Social Value Policy has delivered £1.9 million in social value benefits in its first year.

Furthermore, within the Oxfordshire Inclusive Economy Partnership (OIEP), there is a concerted effort to evaluate the importance of social value beyond compliance as stakeholders explained:

"Social value should not be viewed as a mere obligation but embraced as a positive force for societal benefit."

"The chief executives of local authorities and anchor institutions in Oxfordshire are enthusiastic about the anchor network's potential for shared learning, but also for challenging each other and holding each other's feet to the fire in terms of commitments and accountability."

The enthusiasm among chief executives of local authorities and anchor institutions in leveraging the anchor network for shared learning and mutual accountability is palpable. Initiatives like the **social planning procurement working group** at the OIEP are exploring strategies to leverage the considerable impact of the County's vibrant university business spin-offs, numbering around 200—the highest rate in the country. The overarching goal is to shape the business behaviour of these entities, encouraging them to adopt more inclusive practices, such as hiring individuals from areas facing socioeconomic disadvantages.

Additionally, Oxfordshire's anchor institutions stand ready with **growing ambitions to mobilise their spend towards supporting progressive local economic development through localising their supply chains**. For example, anchors across the County are eager to learn from existing practice, such as Oxford Colleges' local food procurement, which enabled local SME food suppliers to access procurement opportunities through a simplified and standardised system. This has provided opportunities for local SMEs to grow with confidence.

While the concept of social value is not universally ingrained in the mindset of local providers, the **OIEP has created a platform aimed at fostering awareness and educating the market**.

Stakeholders suggested that this work could be supported through pre-market events engaging SMEs and VCSE organisations to boost confidence and dispel misconceptions about social value.

From a healthcare expenditure standpoint, representatives of the Buckinghamshire, Oxfordshire, and Berkshire West Integrated Care Board (BOB ICB) have also indicated a strategic shift. The **ICB is starting to move away from competitive tendering**, while aiming **to increase spend with VCSE organisations**. It is now considering a reduced number of contracts, characterised by larger scope and duration. While it was accepted that this approach may pose challenges for smaller, often local organisations, it presents significant opportunities for collaboration, partnerships, or subcontracting with lead providers who secure the contracts.

Despite these promising developments, challenges persist within Oxfordshire's procurement landscape.

A Fragmented Landscape

Consultations unveiled a fragmented procurement landscape, characterised by *"a two-tiered system"* and lack of formal collaboration structures, particularly between the County and District Councils. While "*informal monthly meetings exist for knowledge sharing, a formalised structure is lacking, and colleagues do not consistently work together on projects",* leading to missed opportunities for synergies.

Recognising the inherent challenges posed by a *"siloed procurement landscape"*, ongoing efforts are being made to foster a more cohesive and collaborative approach. Central to this endeavour is the establishment of the OIEP's social value and procurement group, which aims to maximise the impact of economic activities by encouraging businesses to invest in local communities through job creation, training programmes, and environmental initiatives. This is strategically framed to intervene in ways that promise *"long-term financial benefits"* as well as benefits relating to population health and wellbeing.

Application of The Social Value Portal TOMs

Moreover, concerns were raised about the effectiveness of existing frameworks, such as the Social Value Portal TOMs (themes, outcomes and measures), in adequately capturing the value of diverse ownership models. Stakeholders stressed the need for a more "*tailored approach which extends beyond TOMs,"* to incorporate additional narratives relevant to community voices and wealth building. This holistic assessment of social value could be achieved by leveraging tools like case studies to *"demonstrate impact beyond quantifiable metrics."* Stakeholders also advocate for establishing a repository of social value impact measures using examples of successful projects and outcomes, which could serve as proactive narratives.

Disagreement About Social Value Weighting Targets

Disagreement about social value weighting targets emerged during consultations, particularly regarding proposals to increase these weightings. Currently, tenders above £100,000 but below public procurement thresholds apply a minimum social value weighting of 12%, while those above thresholds apply a minimum of 16%.[43]

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[43] Public Sector Executive (2022). 'Oxfordshire County Council's new social value policy'. By Cllr Calum Miller. Link.

Some stakeholders cited advice from the Social Value Portal, emphasising the importance of balancing social value with financial cost, cautioning against excessive weightings. They expressed concerns about allowing the pursuit of social value to overshadow the primary objective of achieving value for money in procurement processes, using the metaphor *"not letting the tail wag the dog."*

However, research from CLES suggests that higher social value weightings, such as 20%, can effectively transform the nature of the commercial economy and offer benefits, particularly in contexts of economic recovery. This presents a nuanced discussion about finding the optimal balance between social value and financial considerations within procurement practices.[44]

Support for the VCSE Sector

Stakeholders highlighted the challenges faced by social economy organisations, particularly small businesses, in accessing public procurement opportunities. Issues such as poor reviews and late payments from anchor institutions were cited as significant barriers to the growth and sustainability of these enterprises. Concerns were raised about the adverse impact of delayed payments, especially for smaller organisations reliant on timely funds to sustain their operations. As one stakeholder noted:

"I think every single provider will agree that we need to be timelier when it comes to payments for smaller organisations, especially where there is a direct contract, we need to take their concerns more seriously, as it can result for some real tricky times for the smaller organisation."

Addressing these challenges requires a coordinated approach. Leveraging the expertise and resources of anchor institutions, alongside exploring innovative financing mechanisms, were identified as crucial strategies to provide much-needed support for early-stage social enterprises. Additionally, streamlining procurement processes and prioritising timely payments were deemed essential steps to enhance opportunities for small businesses within the social economy sector.

Moreover, stakeholders emphasised the importance of creating a level playing field for the VCSE sector in procurement. This involves making procurement proportionate and accessible based on the size and complexity of the tender. Additionally, there is a call for more social licensing[45] to ensure that social and ethical considerations take precedence in procurement decisions.

Summary

Oxfordshire's procurement landscape is evolving to prioritise social value and community impact. Promising initiatives such as the Social Value Policy, OIEP collaborations, and shifts in healthcare procurement practices reflect a commitment to fostering inclusive economic development. However, challenges related to fragmentation, framework effectiveness, and support for the VCSE sector remain. Addressing these challenges will require ongoing collaboration, innovative solutions, and a steadfast commitment to maximising social value for the benefit of all residents.

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[44] Burch, D. (2021). Powering Social Value Through Recovery. Link.
[45] Social Licensing involves restricting supply chains to suppliers that meet certain criteria or a social/ethical threshold.

Key Actions

2) Leverage Procurement for Community Wealth Building in Oxfordshire:
Local demand for goods and services in the public sector can be a key driver of a progressive local economic development, supporting the growth and development of local businesses and circulate wealth more equitably. After a year of reporting, OCC procurement has delivered nearly £2.3million in social value benefits and there was a shared feeling among stakeholders that this could be even greater in number. In this, the County Council could use both its convening power and its understanding of the macro picture of the local economy to negotiate and set strategic priorities on a county scale. This role would require leaning into the use of data to identify how influenceable spend could be more locally targeted. First steps for this process include:

a. **Ensure procurement leads are supported to incorporate community wealth building approaches into practice:** As highlighted by the Oxfordshire Inclusive Economy Partnership, there is a lot of emerging practice that sets out to advance the aims and objectives of community wealth building. Procurement leads should be supported through training in best practice and closer working relationships with officers focussed on delivering community wealth building practice. As the Social Value Act embeds, it is important to for procurement leads and teams are aware of best practice and are able explore the legal provisions that enable procurement practice to support community wealth building, such as through tools like lotting contracts, social licensing to restrict participation in public tendering processes or the use of pre-qualification questionnaires.[46]

b. **Analysing collective levels of local authority and anchor spend in Oxfordshire:** With leadership from the County Council, procurement leads within the County, districts and anchor partners should be encouraged to analyse their procurement data and identify their influenceable spend – in other words money that is currently being spent on goods and services that could in theory be spent with alternative local and more socially productive suppliers, such as triple bottom line SMEs and social enterprises. This would allow for a county-wide understanding of local authority and anchor spend and pave the ground for interventions to increase spending with alternative supply chains. The community wealth building progressive procurement baseline survey is a tool that can be used to better understand procurement practices across Oxfordshire.[47] By circulating and analysing annually, this could be a baseline that the County Council, anchor institution partners and local authorities can use to strengthen their progressive procurement agendas, identifying any gaps and how they can be addressed.

c. **Support the development of locally relevant TOMs:** OCC collaborates with the Social Value Portal, utilising the national TOMs framework. However,

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[46] CLES (2020). Restoring public values: the role of public procurement. Link.
[47] A spend analysis methodology can be found at: CLES: Making Spend Matter. Link.

challenges within the TOMs framework have been identified in the consultation process, particularly for the VCSE sector and SMEs. There was a proposal raised for a new tailored framework to measure social value, which goes beyond national TOMs to capture the value added to the local economy and the concept of plural ownership, recognising the greater value that generative business forms capture for the local economy. This should be revisited, supported, and used by the County.

d. **Engage potential suppliers:** Greater engagement with potential suppliers to foster confidence and dispel misconceptions about social value, consultation stakeholders also suggested hosting events at the pre-market stage of the procurement process, engaging SMEs and VCSE organisations in particular. One noted that *"the overarching sentiment is that social value should transcend being merely an obligation; rather, it should be embraced as a positive force for societal benefit".* As per the examples of emerging practice in section 2, this could also involve economic development officers engaging with local SMEs to make them aware of the goods and services pipeline, with a view to more of their supply chains being delivered by these local businesses. This could also be an opportunity to encourage the adoption of the living wage, as well as initiating discussions around succession planning, to potentially transition to worker ownership if business owners are reaching retirement age. The employee ownership sector has doubled since 2020,[48] and the Employee Ownership Association provides materials that could be used by councils to support the transition of local businesses.

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[48] Employee Ownership Association: What the Evidence Tells Us. Link.

3. Land and Property

Progress to Date

There are a number of activities already in motion that are leveraging land and property to drive forward progressive economic development practice.

Our consultations illuminated various perspectives on the future use of land in the County, spanning from housing and employment to infrastructure, community use, green space, nature recovery, and renewable energy. Suggestions range from specific site proposals to broader ideas and opportunities. There was expressed support for sustainable and inclusive development, emphasising accessibility via public transport, and amenities within walking or cycling distance. Additionally, stakeholders highlighted the importance of environmentally friendly building methods and technologies that contribute to net-zero emissions and resilient infrastructure.

Active Community Land Trusts (CLTs)

Currently, the VCSE sector is driving active CLTs, empowering communities to take control of assets. These organisations are engaging in various projects aimed at identifying publicly owned brownfield sites and constructing permanently affordable housing across the County, with support from Oxford City Council. Notably, there are ongoing initiatives at Crofts Court and Blackbird Leys, areas characterised by relatively high levels of multiple deprivation. As a result of these efforts, from eight affordable homes for rent have been fully developed in a high-value area suffering from a severe shortage of affordable housing.[49]

Affordable Workspace for Local Business

"A lot of businesses say that access to space is a real challenge… there is a need for the County Council and its anchors to do more to provide space."

The limited availability of employment space in Oxfordshire has presented significant challenges for local businesses striving to meet their operational needs and growth aspirations[50]. Recognising this issue, OxLEP has played a pivotal role in supporting the development of affordable workspace for local socially trading businesses. In 2022, the announcement of the opening of 'Community Works' marked a significant milestone in this endeavour.[51] This initiative utilises underutilised sites with the aim of revitalising the local economy and fostering more inclusive and resilient local communities.[52]

Community Asset Transfers (CAT)

As part of the County Council's efforts to foster thriving communities, groups are increasingly empowered to occupy, manage, and take ownership of shared assets in their localities, thereby

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[49] Ibid.
[50] OxLEP. (2023). Strategic Economic Plan 2023-33. Link.
[51] OxLEP News: Oxford community workspace officially opens as new spaces are secured through OxLEP-backed 'Meanwhile in Oxfordshire' programme. Link.
[52] Ibid.

supporting regeneration efforts. Since 2011, over 80 buildings have been transferred to community and voluntary groups at community rent rates, reflecting a commitment to grassroots initiatives and community-driven development.[53]

"The council is empowering groups to take ownership of unused buildings in their locality and support regeneration in their respective areas."

The existing CAT policy, introduced in 2012 and revised in 2016 and further amended in 2019 and revised in 2023, stipulates that all transfers are *"limited to a use which is for the benefit of the local community,"* thereby preventing the transfer of assets to organisations that may seek to extract wealth from the community through rents or other means. However, stakeholders in our consultations noted a concerning trend:

"A lot of community groups have hit financial difficulty and can't invest in the building they have acquired through CAT and have to return the building to the council; this doesn't benefit the community."

Furthermore, stakeholders maintained that *"the topic of asset transfer, particularly within local authorities, is often not well understood, leading to challenges in its effective implementation."* To address this knowledge gap and promote greater understanding and collaboration, stakeholders suggested a roundtable event focused specifically on CAT policies. The primary objective would be to facilitate discussions, share insights and experiences, and collectively explore strategies to enhance the effectiveness of asset transfer initiatives.

Stakeholders also emphasised the need for the County Council to offer further support by providing advice and acting as a conduit, connecting community and voluntary groups with bespoke business support and sources of finance to alleviate the financial burden of maintaining assets.

"The County Council could take a more strategic role where these assets are mobilised towards social economy aims."

Additionally, there was interest in enhancing the existing policy to require asset-purchasing groups to demonstrate community benefit through the introduction of an additionality criteria. This could include, for example, requiring organisations to submit business registration and organisational proposals outlining their contributions to local inclusive employment or affordable housing initiatives.

Non-Alignment on Local Plans

Recognising the necessity for a more coordinated approach, OxLEP has played a pivotal role in supporting projects like Make Space Oxford, securing funding, and contributing to Oxfordshire's social and economic objectives. However, challenges persist due to the split of planning, economic, social and community functions across authorities within the geography. As district councils develop their local plans, a district-first approach necessarily prevails, driven by housing complexities arising from boundaries and pressures. Breaking this cycle of economic growth and

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[53] Oxfordshire County Council: Community Assets. Link.

housing pressures becomes a central challenge, underscoring the need for cohesive, strategic planning, and collaboration among local authorities.

Throughout our consultations, there was a recognition that local planning systems can facilitate the progressive use of land and assets by placing conditions on private developers to contribute to community wealth-building objectives. This could entail section 106 requirements to contribute to local employment and skills or obligations for developers to support local supply chains. Stakeholders noted a growing recognition and appetite among private developers to align with local economic priorities, integrating these considerations into their ESG goals beyond profit-driven motives:

"Increasingly within the private sector world, non-financial metrics are beginning to be more prominent."

However, this acknowledgment comes with the caveat that local planning remains the statutory function of district councils, which, thus far, operate in different directions. Stakeholders highlighted that within local plan development, district councils primarily focus on housing development, driven by requirements of the national planning framework, with the risk of social and community infrastructure being under prioritised. Therefore, there is an appetite for the County Council, with its statutory Public Health and Social Care function and its new economic planning role, to act as an advocate and convener, working with districts to align their objectives within the broader local plans, ensuring a more holistic and inclusive approach to development.

Summary

Consultations on land and property use in Oxfordshire reveal a multifaceted approach focused on economic development and community wellbeing. While initiatives like Community Land Trusts (CLTs) and 'Community Works' have made strides in addressing affordable housing shortages and providing affordable workspace for local businesses, there remains room for expansion to maximise their impact. One notable challenge is the need for greater financial incentives and resources to support these initiatives effectively. Additionally, Community Asset Transfers (CAT) face hurdles that necessitate improved support mechanisms to facilitate their success. The absence of a unified local plan further complicates strategic planning efforts, although there is potential for private developers to align with local priorities. To address these issues, greater coordination among stakeholders and local authorities is imperative to ensure that land use serves collective goals effectively.

Key Actions

3) **Deepen the progressive land use and disposal across the Oxfordshire footprint:** In terms of land and property disposal, this is about viewing these assets as more than just a commodity. The consultations raised the issue of lack of access to affordable space as a barrier for socially trading organisations and stakeholders suggested that the council and other anchor organisations could support them, by using underused spaces.

   a. **Use surplus public land to support affordable housing and business space:** Despite the pressure to sell-off surplus assets to maximise financial return, the County Council could take lead in encouraging all anchor partners

to consider whether any surplus land and property could in the first instance be used to support the development of affordable housing or the provision of affordable business space. As per the example in section 2, the Council could consider the feasibility of establishing a wholly owned council-company to build more affordable housing.

b. **Develop a community wealth building land use strategy for the county to influence local plans and anchor institution policy and practice relating to land use and disposal:** The upcoming refresh of the district local plans provides an opportunity to incorporate community wealth building principles into land development. While local planning takes a "district first" approach on Oxfordshire, there can be a role for the County to influence local plans and land use practice through the development of a community wealth building land use strategy. This strategy can identify the gaps in progressive land and property use while advocating for community wealth building approaches to be taken across political and institutional boundaries.

Within this strategy, the County Council could also utilise the expertise and institutional knowledge of the LEP to provide data, ensuring that progressive approaches to planning, such as utilising S106 to drive local employment or affordable housing and workspace, is supported by economic evidence.

c. **Review the property and asset portfolio of the County Council to inform community asset transfers:** The County Council currently has their own community asset transfer policy which has seen over 80 assets transferred into community use. Stakeholders throughout the consultations have suggested that this policy could be adapted to include additionality criteria that aims to ensure assets are being transferred to organisations that are supporting progressive local economic development. This is particularly important at a time when Westminster are loosening budget rules for councils, to be able to dispose of assets in order to fund front-line services. However, much of the property and assets held by the Council are deemed not appropriate for transfer and the policy remains under-utilised. Therefore, the County Council should conduct a review of properties and assets available for transfer alongside the VCSE sector to assess the property needs of the local social economy organisations and SMEs.

Furthermore, once any asset is in the process of transfer, the County could act as a conduit to connect organisations who are taking the asset with the business support required to bring the asset into use and avoid financial stress.

4. Employment and Skills

Progress to Date

"Oxfordshire is dedicated to inclusive recruitment. However, there are resource challenges. While outreach initiatives for apprenticeships are underway, there is a lack of specific targeting for populations... the current approach is more general."

Oxfordshire is committed to inclusive recruitment, although challenges persist due to resource constraints. While outreach initiatives are underway, there's a need for more targeted approaches to reach specific populations. Consultations underscored the importance of aligning recruitment processes with inclusive employment goals, highlighting the necessity for a more coordinated and collaborative approach to enhance economic inclusivity across the County.

Anchor Institution Commitments

Our consultations revealed several positive initiatives, reflecting a collective commitment to fostering inclusivity through fair employment and targeted recruitment. **The Oxford University Hospitals NHS Foundation Trust (OUH) stands out in this regard, engaging with the local community and refining recruitment and employment practices.** A crucial aspect of this exploration revolves around aligning recruitment practices with the commitment to building a diverse and inclusive workforce. As an anchor institution with extensive local and national connections, OUH has a unique opportunity to lead and influence the Equality, Diversity, and Inclusion (EDI) agenda. The trust aims to benchmark itself against peers, emphasising inclusive practices and prioritising outcomes such as being recognised as an inclusive employer and care provider. OUH's commitment to EDI is evident through the implementation of key standards, including the Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES), and Gender Pay Gap (GPG) reporting. These standards, along with annual reports and action plans, underscore OUH's commitment to transparency and accountability in creating a more inclusive workplace. Positive steps have been taken in recruitment for disabled individuals, including the piloting of easy-read job applications and supported traineeships. Additionally, improvements in the recruitment process aim to mitigate bias, with requirements for a minimum number of short listers and standardised job application structures. These initiatives reflect a deliberate effort to create an environment that attracts and retains a diverse range of talent. Despite the progress, OUH acknowledges the ongoing nature of this transformation, *"recognising challenges posed by the organisation's size, traditional mindset, and established structures."* This acknowledgment reflects OUH's commitment to continuous improvement and understanding the need for sustained efforts to achieve lasting change.

Pre-Employment Support Provision

Another notable initiative is the 'Social Contract Programme', launched in 2022 and funded by the government's Contain Outbreak Management Fund via Oxfordshire County Council. This programme, provisionally set to continue until August 1, 2024, with a budget of £1.7 million, addresses the needs of Oxfordshire communities most affected by the Covid-19 pandemic. It aims to mitigate the impacts on health and wellbeing related to unemployment or barriers to

employment, education, and training. A crucial element of the programme is the emphasis on access to quality employment supported by appropriate skills and training opportunities, recognising their role in enhancing health and wellbeing outcomes for individuals and families. Key focuses include raising awareness of Apprenticeship Levy underspend in Oxfordshire, creating a pipeline of Levy payers and SME's ready to benefit from pledged funding, and promoting initiatives like the Oxfordshire Apprenticeship Grant Scheme and the Oxfordshire Apprenticeship Awards.

The collaboration between Oxford Hub and Activate Learning, has given rise to the Parent Power programme. Centred on fostering parent wellbeing and support networks, the programme envisions a community where parents and their children thrive together. By emphasising three key outcomes—ensuring good emotional wellbeing and health for parents, cultivating strong community support networks, and fostering better relationships with schools—Parent Power aims to create positive ripple effects for children. The programme offers practical learning sessions, including English classes, theory test support groups, and school readiness sessions, providing spaces for skill development and community connection. Additionally, Parent Power provides leadership development opportunities, empowering parents to contribute actively to broader strategies and policies, including the redesign of the Early Help Strategy at Oxfordshire County Council. As Parent Power evolves into its second version, a key focus is on reintroducing parents and adults to training through activities such as one-day training courses. This approach is designed to boost confidence and encourage participants to explore higher-quality job opportunities, aligning with the overarching goal of empowering parents through continuous learning.

This infrastructure and experience mean that Oxfordshire is well placed to support individuals within communities of need. However, amidst these positive actions, challenges persist. As one stakeholder put it:

"We need a different recruitment approach by removing barriers, inviting people for a chat, and adopting a more personalised strategy that considers the perspectives and environments of individuals."

During consultations, a stakeholder with prior experience managing an employment support programme at the Oxford City Council highlighted the specific challenges faced by single mothers with children who have never worked. This underscored the importance of providing tailored support and flexibility. They advocated for prioritising initiatives like job fairs in community centres to address the unique needs of this demographic. This approach aims for a double win by becoming more targeted and offering bespoke support directly in communities.

Meeting Employment Demand

Addressing employment demand remains a critical challenge in Oxfordshire, despite existing programmes aimed at supporting employability skills. One stakeholder highlighted that *"out of roughly 9,700 Universal Credit claimants across the County, 6,500 are considered the hardest to reach and furthest from the labour market."* Despite ongoing interventions, this number has shown no significant improvement.

The social care sector in Oxfordshire presents its own set of challenges, being the largest element of capital expenditure. The sector comprises a mix of numerous small enterprises, including

around 150 providers for homecare and 170 care homes in the county. However, *"despite this diversity, the sector faces significant employment challenges, marked by substantial vacancies."*

Recruitment difficulties at the local level have necessitated active overseas recruitment, highlighting the need to attract local talent to meet the demands of the sector. The complexity of the social care landscape adds pressure to ensure timely access to appropriate care, further exacerbating recruitment challenges. Limited funding remains a significant barrier, particularly in offering competitive wages in the social care sector.

Summary

In summary, stakeholders have identified significant anchor institution vacancies in Oxfordshire, highlighting opportunities for collaboration with the County Council to promote diverse and inclusive recruitment strategies. Leveraging existing initiatives and the HR network led by the Oxfordshire Inclusive Economy Partnership, a coordinated effort is recommended.

Key steps include mapping employment profiles, auditing support interventions, and designing targeted pathways for those facing barriers. Exploring resources like the Shared Prosperity Fund, as seen in Fife Council's success, could further enhance employment programmes. These actions aim to create a more inclusive workforce and ensure opportunities for all community members.

Key Actions

4) **Implement lessons learned from the social contract programme and ensure ongoing funding.** The County Council should explore what is to replace the social contract programme once it ends in December 2024. This could include pre-employment support delivered through the social contract programme, ending at the end of 2024, and further supported by existing HR network. Beyond the social contract programme's end, further support could be delivered by VCSE organisations, like Aspire with further funding sought through the ICB, with a particular focus on recruitment into the NHS as a remedy to economic determinants of health. Additional funding could also be sought from round three of the Shared Prosperity Fund. Consideration should be given to the extent to which pre-employment support is directly linked to employment demand within the County's anchor institutions – linked to recommendation five below.

5) **Target Employment among the County's anchor institutions:** Emulating a scheme like ICan, the County could utilise their convening power, to encourage anchors to direct their employment opportunities towards under-served communities based within their locality, drawing on the employment support interventions that are currently on offer and potentially looking to commission new support if needed. Based on our consultations, both the NHS and Universities could be potential partners here. Given the challenges around fulfilling roles within social care, the Council could also look to engage social care providers in this process. An ICAN based model could be based on the following actions:

    a. **Encourage Oxfordshire's anchor institutions to map employment profiles:** Use this exercise to identify any deprived postcodes where

anchors are employing relatively few people. While the OIEP have identified target groups, the Community Research Network could be used to help locate the communities in need of anchor institution employment.

b. **Identify a series of suitable job roles and link this to pre-employment support.** Depending on the findings, additional employment support may be required. **Further action to target employment could include:**

  i. Examining recruitment practices and job specifications to maximise accessibility for target groups.

  ii. Advertising all anchor institution vacancies on a single portal, with entry level administration person specifications aligned.

  iii. Outreach work whereby the County Council and anchor partners work with the VCSE sector on the ground to target existing vacancies towards specific communities.

5. Social Economy

Progress to Date

In Oxfordshire, concerted efforts are underway to cultivate a vibrant social economy, marked by collaborative initiatives and innovative partnerships.

The diverse network of Community Action Groups (CAGs) exemplifies grassroots activism in action, with over 100 groups mobilising communities to address a wide range of issues, from waste management to digital inclusion. Through initiatives like Libraries of Things and Repair Cafés, these groups promote resourcefulness, environmental sustainability, and social cohesion, enriching the fabric of community life.

District councils for example, have proactively aligned with third-sector organisations, offering essential services such as cooperative development support, training programmes, and peer mentoring.

Kellogg College at **Oxford University hosts the Oxford Centre for Mutual and Co-owned Business** (MCOB), responding to the growing significance of mutual and co-owned sectors in the UK and global economy. Supported by organisations like Mutuo and the Employee Ownership Association, MCOB is dedicated to leading research, offering professional development programmes, and facilitating cross-sectoral dialogue to advance the understanding and practice of ethical, community-centric business models within and beyond Oxford.

Additionally, **'Owned by Oxford'** is leading efforts to **establish a community-led economy within the City**. This partnership of grassroots community enterprises and infrastructure projects collaborates with larger anchor institutions to innovate new ideas and identify opportunities for supporting local social trading businesses through procurement.

The **Community Recovery Network** (CRN), established in 2023, **plays a pivotal role in forging alliances between the VCSE sector and local communities to develop nature-centric recovery strategies, particularly in high-deprivation areas**. This initiative aims to build resilience, enhance social cohesion, and promote sustainable development practices prioritising the wellbeing of all residents. Through direct funding and capacity-building efforts, the CRN supports the development of local nature recovery strategies, emphasising public involvement, especially from seldom-heard voices in deprived communities. It is adept at nurturing early-stage ideas and collaborating with communities to bring them to fruition.

Challenges and Opportunities in Advancing Oxfordshire's Social Economy

Despite notable progress, Oxfordshire's social economy faces persistent challenges. Consultations revealed the need for more tailored business support specifically designed to meet the unique needs of the VCSE sector:

"The LEP operates a growth hub and a business support team, and we've collaborated with them to secure funds for the VCSE sector, particularly social enterprises, over several years. However, it's worth

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noting that while the LEP aims to cover a broad spectrum, the VCSE sector benefits from specialised expertise from organisations like Owned by Oxford, Aspire, and Cooperative Futures. These organisations are more localised and can provide robust support. While we seek additional support, it's crucial that it is distinct from mainstream business assistance."

Collaborations with localised organisations such as Owned by Oxford, Aspire, and Cooperative Futures have proven beneficial, offering specialised expertise and tailored support. However, consultations highlighted the necessity for meaningful engagement with the VCSE sector beyond mere lip service:

"When it comes to supporting businesses, it's crucial to partner with local organisations deeply connected to the communities we aim to help. Many in disadvantaged communities might not know about available support or face challenges in accessing it. We've been exploring funding business development roles in community organisations, like community banks, offering a flexible approach."

Consultations have revealed fatigue within the VCSE sector and communities due to constant engagement without meaningful outcomes. To mitigate this, it's essential for anchor institutions to avoid duplicating efforts in community engagement and utilise existing networks such as the Community Research Network for engagement with VCSE sector professionals and residents directly:

"Mechanisms like the Community Research Network, involving relevant communities and VCSE sector representatives, exist for this purpose. Utilising these existing networks is essential to avoid overwhelming the VCSE sector and to make coordinated and joined-up efforts, ensuring our requests to both them and the community are sensible."

Moreover, the absence of sufficient early-stage capital for emerging social economy businesses poses a significant challenge. Stakeholders have proposed the exploration of creating a community-controlled investment fund, similar to the successful model of Kindred in Liverpool (as outlined in section 2), to overcome this shortfall. In this endeavour, anchor institutions are seen as instrumental in both seeding and supporting the establishment of such a fund, ensuring its effectiveness and sustainability. This collaborative effort would not only address the pressing need for financial resources but also foster innovation and growth within Oxfordshire's social economy ecosystem.

Furthermore, consultations highlighted the vital role of strong relationships between anchor institutions and the VCSE sector beyond financial support. These relationships serve as crucial enablers of the social economy's capacity, fostering collaboration, knowledge exchange, and resource sharing. Stakeholders emphasised the importance of anchor institutions exploring opportunities for co-working spaces and shared resources, extending beyond physical spaces to include expertise in areas such as business support, legal guidance, and HR advice. This approach could bridge the gap where traditional funding may be unavailable, ensuring the sustained growth and resilience of the social economy sector in Oxfordshire.

Summary

In summary, consultations highlighted the need to address challenges facing Oxfordshire's social economy. Tailored business support, exploring a community-controlled investment fund, and fostering strong relationships between anchor institutions and the VCSE sector emerged as key

priorities. By implementing strategic solutions and fostering collaboration, Oxfordshire can create opportunities for sustainable growth and prosperity within its social economy ecosystem.

Key Actions

6) **Consider the utility of the current business support offer:** Our consultations have suggested a disparity of opinion regarding the appropriateness of the business support offer in advancing community wealth building practice in Oxfordshire.

   a. **Audit business support alongside the VCSE sector to better understand the appropriateness and availability of the business support offer in Oxfordshire:** Consultations further suggested that existing business support offer was fragmented and there was a disagreement on the suitability of some existing offers for bespoke social economy support. Therefore, we recommend an audit of existing business support offerings throughout Oxfordshire.

   b. **Following an audit, consider additional support and available funding streams:** Additionally, consultations highlighted that current SPF funds may not be sufficient, but future SPF funding could provide an opportunity to finance a bespoke business support offer to support social economy organisations. Based on emerging practice highlighted in section two, Oxfordshire could look to Greater Manchester to emulate its Inclusive Ownership Platform, which will provide bespoke support for alternative modes of ownership and is funded via shared prosperity fund money, or to Liverpool City Region to investigate the feasibility of adopting the Kindred model. A new social economy support offer should be focused on enabling social economy businesses to start and grow by providing training and support. It could facilitate peer connectivity to help disseminate best practice. It could also be used to promote social economy products and services to other businesses and public bodies across the County.

6. Conclusion and Next Steps

As local economies such as those in Oxfordshire attempt to navigate the multiple crisis that are being faced by people and communities, the County Council could play a pivotal role in the pursuit of more inclusive local economies.

As explained in section two, the evidence is starting to suggest that community wealth building can provide an effective model for economic development that leads to substantial health benefits. What is more, and as this framework for action demonstrates, the County Council and its local authority and anchor partners have a number of key assets at their disposal that can be deployed in a more purposeful way to develop a community wealth building approach.

To this end then, the framework for action does offer something of a blueprint as to how the County and partners can start to fulfil its ambitions around social and economic development – a blueprint that is about rewiring the system, rather than tinkering around the edges.

We strongly recommend that the County Council and partners move to operationalise this action plan as soon as possible. There is not necessarily a complete logical order as to how County should approach this task and there may be quick wins and low hanging fruit that could be immediately addressed in some areas.

In conclusion, however, we would recommend that finessing the vision is fundamental and should be addressed as a matter of priority. The County Council has made a great start here but as we have made clear above, it cannot be agnostic about the kind of economic growth it will support going forward. Growth for growth's sake does not trickle down and has fuelled the very social, economic and environmental challenges we must now address.

Start small if needs be but embrace the substantive changes to practice that will be required to deliver a truly inclusive economy across the County.

7. Appendix – List of stakeholders

Name	Role	Organisation
Robin Rogers	Director Partnerships and Delivery	Oxfordshire County Council
Rosie Rowe	Head of Healthy Place Shaping	Oxfordshire County Council
John Pearce	Adults Commissioning Manager	Oxfordshire County Council
David Munday	Deputy Director of Public Health	Oxfordshire County Council
Melissa Sage	Head of Procurement	Oxfordshire County Council
Vic Kurzeja	Head of Property	Oxfordshire County Council
Chloe Taylor	Head of Economy	Oxfordshire County Council
Sean Collins	Pensions Manager	Oxfordshire County Council
Teresa Kirkham	Head of Environment and Circular Economy	Oxfordshire County Council
Michael Smedley	Head of Estates, Assets and Investments	Oxfordshire County Council
Paul Wilding	Cost of Living Programme Manager	Oxfordshire County Council
Elaine North	Education, Employment & Training Manager	Oxfordshire County Council

Sam Lees	HR Lead for Inclusive Employment	Oxfordshire County Council
Fulya Markham	Strategy Lead – Age Well, Live Well	Oxfordshire County Council
Emily Schofield	Head of Strategy	Oxfordshire County Council
Jessie Dobson	Partnership Youth Development Manager	Oxfordshire County Council
Martin Goff	Head of Access to Learning	Oxfordshire County Council
Charles Butters	Interim Senior Strategic Assets Officer	Oxfordshire County Council
Hannah Goodlad	Operations Manager – Assets & Investments	Oxfordshire County Council
Will Gardner	Employment Support Manager – Print Finishers	Oxfordshire County Council
Karen Hopwood	Head of Organisational Development	Oxfordshire County Council
Becky Spencer	Social Value Manager	Oxfordshire County Council
Rose Rolle-Rowan	Lead Commissioner for Strategy Innovation in HESC	Oxfordshire County Council
Wider public sector		
Richard Byard	Director of Business Development	OxLEP
Lyn Davies	Director of Corporate Services	OxLEP
Emma Coles	Oxfordshire Inclusive Economy Partnership (OIEP) Programme Manager	Oxford City Council (OIEP)

Jeremy Long	Oxfordshire Inclusive Economy Partnership (OIEP) Co-Chair	OIEP and Oxford University
Simon Grove-White	Principle Economic Development Officer	Oxford City Council
Clayton Lavallin	Economic Development Lead	Oxford City Council
Mish Tullar	Head of Strategy	Oxford City Council
Nick King	Economic Development Manager	South and Vale District Councils
Ben Watson	Exchequer and Procurement Lead	South and Vale District Councils
Steven Newman	Economic Development Officer	Cherwell District Council
Richard Fowles	Procurement Lead	Thames Valley Police
Claire Widdison	Head of Strategy	Thames Valley Police
James Gilpin	Oxfordshire Employer Engagement Manager	DWP
Health		
Chris Wright	Oxfordshire Partnerships Lead	ICB
Dan Leveson	Place Director for Oxfordshire, Buckinghamshire, Berkshire West ICB	ICB
Steve Goldensmith	BOB ICS Head of Prevention and Health Inequalities	ICB

Sam Shepherd	Interim Director of Strategy and Partnerships	OUH
Nileema Patel	Public Health Registrar	OUH
Wendy Cheeseman	Head of Estates Sustainability	OUH
Zheng Yaolin	Public Health Registrar	OUH
Helen Vincent	Strategic Delivery Lead	Oxford Health Foundation Trust
John Upham	Sustainability Manager	Oxford Health Foundation Trust

Education

Dr Helen Carstairs	Head of Regional Engagement and Knowledge Exchange	Oxford University
Alex Betts	Local and Global Engagement Officer	Oxford University
Jo Sibbald	Procurement Lead	Oxford University
Giles Orr	Head of Business and External Engagement	Oxford Brookes University
Cat Marin	Group Director	Activate Learning
Rebecca Iley	Director of Employability	Activate Learning
Sarah Separovic	HR Director	River Learning Trust
Susie Morrissey	Transformation Director	River Learning Trust

Caroline Isaac-Hamdan	Employability and Partnerships Lead	Adviza

Charity, social enterprise and third sector

Grant Hayward	Operations and Enterprise Support Manager	OSEP
Anais Bozetine	CWB Manager	Owned By Oxford / CAG
Emily Lewis-Edwards	CEO	Community First Oxfordshire
Zoe Springings	CEO	Oxfordshire Community Foundation
Amy Lockwood	CEO	Oxford Hub
Anthony Leonard	Operations Director	SOFEA
Andy Attwood	Site Director	SOFEA
Fiona Steel	CEO	Good Food Oxfordshire

Other/local businesses

Megan Carter	People Director	Blenheim Palace
Veronica Reynolds	Sustainability and Community Manager	Milton Park
Maria Warner	Procurement Lead	ODS Group
Natalie Snowden	Procurement Lead	ODS
Rosabella Robertson	Net Zero Engagement Specialist	SSEN

Jodie McNamara	Director	ARC Campus

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Climate Impact Assessment

Summary

Directorate and Service Area	Economy and Place
What is being assessed	Community wealth building budget overview, and next steps towards developing a strategy
Is this a new or existing function or policy?	New activities and the strategy will be new when developed
Summary of assessment	Community wealth building is a set of principles that lay out how place-based organisations can maximise reinvestment and local benefit in communities. CWB therefore would support elements of 'wealth' building including retrofit and locally/cooperatives owned energy models. The principles of CWB are designed to tackle financial inequalities and provide support for communities in areas of high deprivation to have access to assets that can support their development. Many of
Completed by	Emily Urquhart
Climate action sign off by	Franco Gonzalez
Director sign off by	
Assessment date	45534

Preview

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- Just transition (+5)
- Energy (+4)
- Transport & Connectivity (↓↑ 0)
- Buildings (↓↑ 0)
- Nature (↓↑ 0)
- Waste & Consumption (↓↑ 0)
- Resilience & Adaptation (↓↑ 0)
- Procurement & Investment (↓↑ 0)
- People & Organizations (+4)

+13

Oxfordshire Council has committed to being a carbon neutral organisation by 2030 (8 years and 0 months away).

Detail of proposal

Context / Background	This is a detailed action plan and budget overview, which has been developed from the recommendations report created for OCC by CLES, which calls itself the national organisation for local economies. One of the projects in the programme so far includes some work with the Oxfordshire Doughnut Economics Collective to understand how that model can bring together social and environmental priorities, and to draw out the interconnections inherent in tackling these issues.
Proposal	The proposal is to spend £350,000 during the 2024/25 financial year to support the development of community wealth building at the council. This approach seeks to maximise the local benefit of economic activities (such as procurement, land management, employment etc). The target beneficiaries are residents who live in areas of high deprivation, as well as all Oxfordshire residents because the approach is general aimed at retaining wealth in local communities.
Evidence / Intelligence	OCC's climate team have already developed a successful partnership with Owned By Oxford who are grant funded to deliver community wealth building in Oxfordshire. Their annual report contains considerable evidence for the social and environmental benefit of community wealth building: https://ownedbyoxford.org.uk/2023/05/16/owned-by-oxford-report/
Alternatives considered / rejected	N/a

Category	Impact criteria	Score (-3 to +3)	Description of impact	Actions or mitigations to reduce negative impacts	Action owner	Timeline and monitoring arrangements
Energy	Increases energy efficiency	N/A				
Energy	Promotes a switch to low-carbon or renewable energy	2	Community wealth building would promote locally or cooperatively owned energy systems in Oxfordshire. Cooperatively owned energy projects overwhelmingly focus on renewable energy sources.			
Energy	Promotes resilient, local, smart energy systems	2	Community wealth building would promote locally or cooperatively owned energy system, that ensures power for local people over how energy is generated and distributed.			
Transport & Connectivity	Reduces need to travel and/or the need for private car ownership	N/A				
Transport & Connectivity	Supports active travel	N/A				
Transport & Connectivity	Increases use of public transport	N/A				
Transport & Connectivity	Accelerates electrification of transport	N/A				
Buildings	Promotes net zero new builds and developments	N/A				
Buildings	Accelerates retrofitting of existing buildings	N/A				
Nature	Protects, restores or enhances biodiversity, landscape and ecosystems	N/A				
Nature	Develops blue and green infrastructure	N/A				
Nature	Improves access to nature and green spaces	N/A				
Waste & Consumption	Reduces overall consumption	N/A				
Waste & Consumption	Supports waste prevention and drive reuse and recycling	N/A				
Resilience & Adaptation	Increases resilience to flooding	N/A				
Resilience & Adaptation	Increases resilience to other extreme weather events (e.g., storms, cold snaps, heatwaves, droughts)	N/A				
Resilience & Adaptation	Increases resilience of council services, communities, energy systems, transport infrastructure and/or supply chains	N/A				
Procurement & Investment	Procurement practices prioritise low-carbon options, circular economy and sustainability	N/A				
Procurement & Investment	Investment being considered supports climate action/ is consistent with path to net zero	N/A				
People & Organizations	Drives behavioural change to address the climate and ecological emergency	N/A				
People & Organizations	Drives organizational and systemic change to address the climate and ecological emergency	2	Community wealth building is a model of economic development that encourages organisations to consider their impact on local people, and on the planet. CWB seeks to maximise the positive benefits of economic activities on local people and place.			

Just transition	Promotes green innovation and job creation	N/A	
Just transition	Promotes health and wellbeing	1	Community wealth building approaches have been shown to significantly improve the mental health of residents.
Just transition	Reduces poverty and inequality	3	Community wealth building seeks to tackle economic inequalities in the long term, addressing the pockets of poverty and deprivation in the County.

Oxfordshire County Council

Equalities Impact Assessment

Community wealth building budget and next steps

30.08.24

Contents

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Section 1: Summary details

Directorate and Service Area	Economy and Place
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Community wealth building budget and action plan
Is this a new or existing function or policy?	New actions and developing policy
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	Community wealth building is an approach to economic development that seeks to bring attention to local investment needs, particularly to build wealth in communities with significant economic inequalities. The approach is general in that is will benefit all residents in Oxfordshire, but proportionally the positive benefit will be felt in areas of higher deprivation. Evidence demonstrates that deprivation is often intersectional with other protected characteristics, meaning there will be indirect positive benefits to these groups of residents also. There are no negative impacts on any of the groups identified below.
Completed By	Emily Urquhart
Authorised By	Chloe Taylor (Head of Economy)
Date of Assessment	30.08.24

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Section 2: Detail of proposal

Context / Background Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.	Officers have been exploring policy approaches to tackling deprivation and financial inequality in Oxfordshire over the long term. Community Wealth Building (CWB) is an approach that seeks to 'build wealth' in local communities by reimagining how place-based organisations can maximise the local benefit of their economic activities. The 2024/25 budget allocated funding specifically for the development of a programme of CWB actions, and a CWB strategy. This paper highlights the progress of this programme, and the plans for how the entire budget will be spent.
Proposals Explain the detail of the proposals, including why this has been decided as the best course of action.	The proposal is to spend £350,000 during the 2024/25 financial year to support the development of community wealth building at the council. This approach seeks to maximise the local benefit of economic activities (such as procurement, land management, employment etc). The target beneficiaries are residents who live in areas of high deprivation, as well as all Oxfordshire residents because the approach is general aimed at retaining wealth in local communities.
Evidence / Intelligence List and explain any data, consultation outcomes, research	There is considerable evidence that community wealth building projects are effective in redirecting flows of wealth into local communities, and even that the areas have then seen improvements in the mental health of residents living there. The approach is not specifically targeted, but will bring increased benefit to residents with health/care needs, or who are facing financial hardships.

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findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.	
Alternatives considered / rejected Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.	n/a

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	☒	☐	☐	CWB approaches will benefit all residents. There is no specific impact on this group of people.	n/a	n/a	n/a
Disability	☐	☒	☐	Evidence shows that people with disabilities are also more likely to face economic hardship. CWB seeks to enable monetary investment in local places (in the form of inclusive jobs or procurement spend), and improve the resilience of community assets that can support residents with different needs.	n/a	n/a	n/a
Gender Reassignment	☒	☐	☐	CWB approaches will benefit all residents. There is no specific impact on this group of people.	n/a	n/a	n/a
Marriage & Civil Partnership	☒	☐	☐	CWB approaches will benefit all residents. There is no specific impact on this group of people.	n/a	n/a	n/a
Pregnancy & Maternity	☐	☒	☐	CWB approaches will benefit all residents. During pregnancy and the early years of a child's life can be a particularly financially vulnerable time. CWB seeks to ensure that community	n/a	n/a	n/a

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				assets and inclusive jobs are available to support everyone in a community, particularly those facing financial hardship. 8% of children in Oxfordshire live in absolute low-income families, CWB seeks to build wealth into communities that would support children and low-income families.			
Race		☐	☒	☐	Evidence shows that there can be strong intersections between individuals from minoritised ethnic backgrounds also facing economic hardship. The Joseph Rowntree Foundation sites research from the Institute for Social and Economic Research which indicates that individuals from minoritised ethnic groups have a significantly higher deep poverty rate than white communities in Britain. CWB seeks to enable monetary investment in local places (in the form of inclusive jobs or procurement spend) and improve the resilience of community assets/networks that can support all residents. Some of the projects included in this programme have a specific focus on supporting residents from minoritised ethnicities to	n/a	n/a	n/a

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				access good and democratic employment.			
Sex	☒	☐	☐	CWB approaches will benefit all residents. There is no specific impact on this group of people.	n/a	n/a	n/a
Sexual Orientation	☒	☐	☐	CWB approaches will benefit all residents. There is no specific impact on this group of people.	n/a	n/a	n/a
Religion or Belief	☒	☐	☐	CWB approaches will benefit all residents. There is no specific impact on this group of people.	n/a	n/a	n/a

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Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	☐	☒	☐	The research supporting this programme will specifically seek to understand how CWB can be effective in supporting rural communities, particularly to tackle rural poverty.	n/a	n/a	n/a
Armed Forces	☐	☒	☐	The actions in the CWB programme seeks to support inclusive economy principles which seeks to target employment support to communities that might be furthest from the labour market. OCC supports the Armed Forces Covenant which acknowledges that armed forces communities may need specific support with regards to employment among other aspects.	n/a	n/a	n/a
Carers	☐	☒	☐	The CWB programme will have a project specifically looking at how a care	n/a	n/a	n/a

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
				cooperatives model could support carers to develop their caring responsibilities into micro-businesses. CWB more generally aligns with the Oxfordshire Way providing a mechanism for investment in community resilience.			
Areas of deprivation	☐	☒	☐	Community wealth building is an approach to economic development that seeks to bring attention to local investment needs, particularly to build wealth in communities with high levels of deprivation.	n/a	n/a	n/a

Section 3: Impact Assessment - Additional Wider Impacts

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Staff	☐	☒	☐	The CWB programme will include the development of an options paper to enshrine OCC's commitment to fair wages.	n/a	n/a	n/a
Other Council Services	☐	☒	☐	CWB supports the council's ambitions to build community resilience in areas such as Adults, Children's social care and public health.	n/a	n/a	n/a
Providers	☒	☐	☐	n/a	n/a	n/a	n/a
Social Value [1]	☒	☐	☐	There is not a social value consideration in this contract, though the entire proposal is about ensuring wider social value from Council activities beyond the procurement requirement.	n/a	n/a	n/a

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[1] If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	
Person Responsible for Review	
Authorised By	

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Divisions Affected - All

CABINET
17 SEPTEMBER 2024

ETHICAL PROCUREMENT POLICY

Report by Executive Director for Resources
and S151 Officer.

RECOMMENDATION

1.   **The Cabinet is RECOMMENDED to**

      Approve the Ethical Procurement Policy (attached at Annex 1).

Executive Summary

2.   The purpose of the Ethical Procurement Policy is to outline the Council's position on various aspects of ethics in procurement as well as to provide appropriate detail on how the Council approaches such matters and how it expects its suppliers and potential suppliers to approach such matters. The Ethical Procurement Policy includes a large section on modern slavery and also covers other areas such as expectations for suppliers, responsibilities of staff, fair employment practices in the supply chain, as well as reporting and whistleblowing.

3.   The Ethical Procurement Policy is intended to sit alongside the Council's Modern Slavery Policy (the latter covers all aspects of Modern Slavery including those unrelated to procurement). The Ethical Procurement Policy is required in addition because it includes many topics that would not fit within a Modern Slavery policy but are nonetheless required to ensure the Council is transparent about how it approaches ethical issues when procuring with public funds.

Background

4.   The Council is recommended to have an Ethical Procurement Policy because it will promote responsible procurement decision-making and ensure that ethics are considered when planning purchases and managing contracts on behalf of local residents. One holistic policy that considers a wide range of ethical procurement topics is better than a piecemeal approach involving

multiple policies. This is because, with one policy, the Council can be fully transparent about its stance across this important subject matter.

5. This policy has not been to Cabinet before and is not related to a direction or mandate from Central Government.

Key Issues

6. Cabinet is asked to discuss whether it agrees with the principles set out in the Ethical Procurement Policy and the stance being taken by said policy on the key issues of ethical procurement. These correspond to the main sections of the policy and are as follows:
    a. Suppliers and the supply chain
    b. Staff responsibilities
    c. Modern slavery
    d. Fair employment practices
    e. Reporting and whistleblowing.

7. This policy represents an important cornerstone of risk management and provides a mechanism for setting appropriate ethical expectations. It is highly likely that our residents expect the Council to act responsibly and ethically when it spends public money on procurements and contracts. As such, Cabinet is recommended to approve the policy so that it can be published on the internal and external websites.

8. Cabinet is asked to consider the implications of not approving this policy in terms of potential future harm to the Council's reputation or its ability to deliver considered ethical and responsible procurements and well-managed contracts, should unethical behaviour or decision-making occur either within the council or its supply chain.

Corporate Policies and Priorities

9. There is a link between this Ethical Procurement Policy (which focuses on the issues of responsible, ethical procurement and contract management) and the Modern Slavery and Human Trafficking Statement (which is cross-functional and applies to many of the Council's services and areas of responsibility). It is important that the Council implements both approaches because they serve different purposes and yet work well together to cover off related topics in appropriate detail.

Financial Implications

10. There are no financial implications of this policy directly. If anything, promoting an ethical, responsible approach to procurement is likely to benefit Council

budgets because it highlights the importance of considered decision-making when purchasing and managing contracts for the Council.

Comments checked by:

Ian Dyson, Director of Finance and Commercial Services, Ian.Dyson@oxfordshire.gov.uk

Legal Implications

11.	The Ethical Procurement Policy has been extensively reviewed by legal officers to ensure that it complies with the Council's legal obligations under the Public Contract Regulations 2015 and best practice. Comments checked by:

Anita Bradley, Director of Law & Governance and Monitoring Officer

Staff Implications

12.	There are no staffing implications relating to the Ethical Procurement Policy.

Equality & Inclusion Implications

13.	There are no negative Equalities & Inclusion implications. If anything, promoting an ethical, responsible approach to procurement is likely to benefit equalities and inclusion because it highlights the importance of considered decision-making when purchasing and managing contracts for the Council.

Sustainability Implications

14.	There are no negative sustainability implications. If anything, promoting an ethical, responsible approach to procurement is likely to benefit sustainability because it highlights the importance of considered decision-making when purchasing and managing contracts for the Council.

Risk Management

15.	Through implementing this policy, this will reduce the risk associated with supply chain failure and any reputational risks associated with unethical behaviour, including from rogue suppliers further down the supply chain.

16.	It will improve residents' trust in the Council's procurement and contract management processes, by ensuring that a responsible, ethical, fair and

transparent approach (in line with relevant legislation) is placed at the forefront of purchasing decisions.

Comments checked by:

Louise Tustian, Director of Transformation, Digital and Customer Experience
Louise.Tustian@oxfordshire.gov.uk

Consultations

17.   It was determined that it was not necessary, relevant or proportionate to conduct any consultations while preparing this paper for Cabinet.

Lorna Baxter
Director of Resources

Annex:
1 – Ethical Procurement Policy
2 – Equalities Impact Assessment
3 – Climate Impact Assessment

Background papers: Nil.

Other Documents: The Modern Slavery and Human Trafficking Statement was presented to Cabinet in June 2024: Issue - items at meetings - Modern Slavery Statement | Oxfordshire County Council.

Contact Officer: Melissa Sage, Head of Procurement, Melissa.Sage@oxfordshire.gov.uk

September 2024

Oxfordshire County Council

Ethical Procurement Policy

Oxfordshire County Council ("OCC" and "the Council") is committed to acting with integrity, transparency and fairness in all commercial and business dealings. The Council places ethics, accountability and good conduct at the heart of its procurement procedures, and strives to obtain the 'best for Oxfordshire' outcome in every sourcing and/or purchasing decision.

This policy sets out the approaches and resources the Council can use to ensure its procurements and contracts are managed in an ethical way. These should be applied in specific, appropriate and proportionate ways, as determined by the team managing the procurement and/or contract.

Suppliers and the Supply Chain

The Council proactively works with its suppliers to maintain high ethical standards when conducting business together. In OCC contracts, this is achieved through contractual obligations, at least in the areas where law and ethics meet. **OCC requires that, in performing their contracts, suppliers must comply with all applicable legislation including case law, governmental codes of practice and best practice guidelines**. Compliance with modern slavery and/or equality legislation for example are mandatory where the supplier engages staff, subcontractors, agents, independent contractors or consultants in the delivery of services. As compliance with the law is also a contractual obligation, it means that any breach of applicable legislation is also a breach of the OCC contract, which could, in theory at least, lead to a claim in damages where a supplier breaches legislation. This ensures our suppliers are clear on OCC's expectations and minimum required standards.

In addition to the general requirement to comply with all applicable legislation, OCC contracts contain specific requirements relating to equal opportunity, equality and non-discrimination on grounds of race, gender, age etc in the provision of services or in the employment of persons for the purpose of performing the services. Suppliers are also expected to assist OCC in meeting its own duties under the Equality Act 2010. OCC contracts also contain health and safety obligations and reporting requirements as standard.

The Council has also included questions relating to ethical procurement topics (such as modern slavery) in the standard selection questionnaire (SSQ) stage of its Invitation to Tender (ITT) process. Per the Public Contracts Regulations 2015, the Council is enabled to exclude a tenderer from progressing further in that ITT process, should one or more of its responses be deemed as mandatory or discretionary grounds for exclusion. The Council is also enabled to prevent a tenderer from progressing further in a particular ITT process if it fails to provide a satisfactory response to and/or meet a standard set out in one or more of the pass/fail questions (whether or not these relate to ethics).

OXFORDSHIRE
COUNTY COUNCIL

These high ethical standards apply equally to all types of sourcing (goods, works and services) and to all third-party suppliers regardless of their location around the world. If a supplier is found to have breached these standards, an investigation will follow and, if necessary, the commercial relationship will be terminated.

OCC expects its suppliers to maintain these high ethical standards within their own supply chains. They are expected to report back any instances of unethical behaviour to the Council, so that appropriate mitigating steps can be taken. The supplier will also be expected to conduct their own investigation into the unethical behaviour of their sub-contractor(s) and, if necessary, to terminate those commercial relationship(s) accordingly.

Staff Responsibilities

When working for the Council, all staff are expected to act with the highest standards of ethics, integrity, transparency and fairness in all commercial and business dealings. All staff will declare and register any Directorships or offices they hold in other organisations, in accordance with their conditions of employment. All Council staff will recuse themselves from any sourcing and/or purchasing decisions where they have a conflict of interest (whether previously declared or not). Failure to comply with these requirements may result in disciplinary action.

All staff working for the Council, including Procurement Hub staff, are expected to be accountable for their actions and to abide by:

- The organisational Code of Conduct (see Annex 1 below), which includes the Anti-Fraud and Corruption Policy, and
- when procuring and/or managing contracts on behalf of the Council, the Chartered Institute of Procurement & Supply ("CIPS") Code of Conduct (see Annex 1 below).

All Council staff, including those working for the Procurement Hub, will report any acceptable gifts or hospitality, in line with the Councils' Gifts and Hospitality procedures, and will return any gifts and/or refuse any offers of hospitality that are not allowable under such procedures. Failure to do so may be a criminal offence.

All staff working for the Council will not allow their decision-making to be influenced by any accepted gifts or hospitality; all commercial and business decisions will be made freely and fairly in line with our stated aim of obtaining the 'best for Oxfordshire' outcome.

Council staff should direct any questions or requests for guidance on ethical matters relating to their conditions of employment to their line manager in the first instance. Questions or requests for guidance on ethical matters relating to procurement or contract management activities can be directed to their usual Procurement Hub contact and/or to an appropriate representative from Legal.

Modern Slavery

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OCC defines modern slavery as the abuse and/or exploitation of human persons (adults and/or children), which may occur in one or more of the following ways:

- Forced labour and labour exploitation (e.g. working for little or no pay)
- Sexual exploitation
- Criminal exploitation (e.g. county lines, cuckooing, organised crime)
- Human trafficking
- Domestic servitude and slavery (i.e. this can include coercive control)
- Other forms of exploitation, such as:
  - Forced marriage
  - Illegal or forced adoption
  - Forced begging
  - Forced benefit fraud
  - Organ removal.

OCC strongly condemns modern slavery and is committed to opposing it, both in the local Oxfordshire area and in its supply chain. The Council asserts that an individual's human rights should always be respected and that includes having freedom of choice in all aspects of their lives, including where they live and work, and in those with whom they associate.

Where evidence comes to light that may indicate modern slavery is taking place in OCC's local and/or global supply chain, the Council and its suppliers will take every appropriate action, wherever possible, to:

- Identify and refer victims for safeguarding, support and recovery
- Work with their Police Partnerships to disrupt modern slavery and support prosecution of criminal activities (where jurisdictions allow),
- Promote community safety and reduce the risk of further instances,
- Work together with suppliers and sub-contractors to manage the overall risk of modern slavery in the supply chain, until the lowest possible risk level is achieved and maintained in a sustainable way.

Modern slavery is a complex, global issue that is constantly changing, and appropriate training is required to ensure staff are prepared to tackle it within their roles. All procurement staff regularly undertake CIPS training on Ethical Procurement, which includes a module on modern slavery. All staff at the Council undertake regular Safeguarding training, which also covers topics relating to modern slavery.

Modern Slavery Assessment Tool

Central Government has made available a Modern Slavery Assessment Tool which it encourages public sector organisations to use 'with existing suppliers'[1] (rather than during the tendering process). However, OCC is mindful of enabling fair and open access to all types of suppliers wishing to work in the public sector and thus of avoiding the creation of barriers to entry or of building in onerous administrative activities that may cause e.g. MSMEs to leave the sector altogether. As such, care needs to be taken in deciding which areas of purchasing and categories of supplier are most

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[1] Modern Slavery Assessment Tool - Supplier Registration Service (cabinetoffice.gov.uk)

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COUNTY COUNCIL

suitable for such an assessment to take place. This is not a tool to be used across the board or with every supplier in a given procurement category.

As an indication, the following areas of purchasing and/or categories of supplier may have higher risks of modern slavery and, as such, greater justification for making a request to such suppliers to use the Modern Slavery Assessment Tool. This list is not exhaustive, but rather demonstrates the most common risks:

- Goods (particularly textiles, clothing and footwear) manufactured wholly or in part in developing countries, particularly where there is no set minimum wage in their country of operation;
- Labour in industries where 'off the books' or cash-in-hand work is prevalent, e.g. farm labour, construction labour, cleaning or housekeeping, portering or orderly work, kitchen work, and so on;
- The logistics and haulage industry (particularly those taking shipments across borders) is at a higher risk of exposure to e.g. human trafficking, goods and drug smuggling and other organised crime offences. This is either by being intentionally involved or, more often, through poorly managing the security of their vehicles and containers at border crossings.

Where a Procurement Hub Category Manager and a Service Area representative have together decided that a particular area of purchasing or category of suppliers poses a greater than average risk of modern slavery occurring within the OCC supply chain, they should ask those particular existing suppliers to use the Modern Slavery Assessment Tool. Once responses have been received, these should be reviewed in full and any recommendations should be acted on as early as possible. If any suppliers or their sub-contractors (and so on) are found to have committed any modern slavery offences (or to have knowingly ignored or enabled the commission of such offences by others), then the commercial relationship should be terminated. Where relevant, the information should be passed onto law enforcement authorities in the supplier's or sub-contractor's county of operation.

Fair Employment Practices

When conducting business with third parties, **OCC has high expectations that these organisations will uphold appropriate standards in their employment practices, that protect both Council employees' and their own employees' individual rights to fair treatment in the workplace**. As a minimum, these standards should meet all legal obligations in the given organisation's main country of operation and should comply with all contractual obligations set out in the relevant purchasing agreement.

Appropriate standards for upholding employees' individual rights to fair treatment in the workplace include but are not limited to the following core principles:

- A healthy and safe working environment, with a supportive and transparent culture that promotes appropriate work-life balance for all employees;
- Working conditions that are fair and legal, complying with all relevant laws and any union agreements, and where possible align with industry best practices;
- Encouraging open communication in a collaborative workplace, where diverse voices are welcome and considered essential to the organisation's success;

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COUNTY COUNCIL

- Professional development opportunities, including training, coaching and mentoring, are available to all and at least partly funded by the organisation;
- A published set of core policies that clearly explain the various rights and obligations that apply to either or both the employer and the employees, and which should include both grievance and whistleblowing procedures;
- Keeping employees fully informed in advance of significant changes to the organisation, enabling employees to contribute their views on such changes and, where possible, adjusting the planned approach accordingly.

OCC strongly discourages its suppliers and supply chain from engaging in unethical employment practices, such as that commonly known as 'Fire and Rehire'. Such practices are ethically unacceptable, even where technically permitted by law.

Companies wishing to update employees' terms and conditions, for example, could instead explore appropriate options through consultation processes, and should engage with trade unions where relevant. Through proper communication and consultation, a mutually acceptable proposal can be found, that balances business needs and viability with employees' rights and welfare.

Reporting and Whistleblowing

All staff of the Council have a duty to raise concerns about unethical behaviour and/or law-breaking and/or breach of contract, including suspicions about instances of modern slavery, by following the Council's Whistleblowing Procedure. Confidentiality will be respected as far as possible, in line with that Procedure.

Any staff member of a supplier or sub-contractor may raise concerns about unethical behaviour and/or law-breaking and/or breach of contract, including suspicions about instances of modern slavery, by making a report to their usual Procurement staff contact, or to that contact's line manager. Confidentiality can be requested and will be respected as far as possible, in line with the Council's Whistleblowing Procedure.

Members of the public may also make such a whistleblowing report by following the instructions set out here. Again, confidentiality can be requested and will be respected as far as possible, in line with the Council's Whistleblowing Procedure (arrangements for the public).

All such reports (as set out in this section) will be investigated thoroughly and actions will be taken as set out in the Council's Whistleblowing Procedure. If necessary, disciplinary action will be taken against relevant employees, and/or relationships with commercial partners, suppliers or sub-contractors will be terminated.

Relevant Legislation

This Policy has been compiled following a review of relevant sections of the following legislation and code of practice:

- The Bribery Act 2010

OXFORDSHIRE
COUNTY COUNCIL

- The Employment Rights Act 1996, as amended by the Public Interest Disclosure Act 1998
- The Equality Act 2010
- The Human Rights Act 1998
- The Modern Slavery Act 2015
- The Public Contracts Regulations 2015
- Whistleblowing: Guidance for Employers and Code of Practice 2015

Review of Policy

We review this policy regularly to make sure it is up to date; the latest version can be accessed from OCC's intranet pages and its external website, by typing 'Ethical Procurement' into the search box.

If you have any questions about this policy, please contact ProcurementandContractManagement.Enquiries@Oxfordshire.gov.uk.

Published: June 2024.

OXFORDSHIRE COUNTY COUNCIL

Annex One

Codes of Conduct

<u>Organisational Code of Conduct</u>

The OCC organisational Code of Conduct can be accessed by clicking <u>here</u>.

<u>CIPS Code of Conduct</u>

The CIPS Code of Conduct can be accessed by clicking <u>here</u>.

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Oxfordshire County Council

Equalities Impact Assessment

Ethical Procurement Policy

09/05/2024

Contents

Section 1: Summary details

Directorate and Service Area	Resources Directorate Procurement and Contract Management Hub
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Ethical Procurement Policy
Is this a new or existing function or policy?	This is a new policy.
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	The purpose of the Ethical Procurement Policy is to outline the Council's position on various aspects of ethics in procurement as well as to provide appropriate detail on how the Council approaches such matters and how it expects its suppliers and potential suppliers to approach such matters. The Ethical Procurement Policy includes a large section on modern slavery and also covers other areas such as expectations for suppliers, responsibilities of staff, fair employment practices in the supply chain, as well as reporting and whistleblowing.
Completed By	Becky Spencer
Authorised By	Melissa Sage
Date of Assessment	28/05/2024

Section 2: Detail of proposal

Context / Background Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.	The purpose of the Ethical Procurement Policy is to outline the Council's position on various aspects of ethics in procurement as well as to provide appropriate detail on how the Council approaches such matters and how it expects its suppliers and potential suppliers to approach such matters. The Ethical Procurement Policy includes a large section on modern slavery and also covers other areas such as expectations for suppliers, responsibilities of staff, fair employment practices in the supply chain, as well as reporting and whistleblowing. The Ethical Procurement Policy is intended to sit alongside the Council's Modern Slavery Policy, currently also under development (and which latter covers all aspects of Modern Slavery including those unrelated to procurement). The Ethical Procurement Policy is required in addition because it includes many topics that would not fit within a modern slavery policy but are nonetheless required to ensure we are transparent about how OCC approaches ethical issues when procuring with public funds.
Proposals Explain the detail of the proposals, including why this has been decided as the best course of action.	The Council is recommended to have an Ethical Procurement Policy because it will promote responsible procurement decision-making and ensure that ethics are considered when planning purchases and managing contracts on behalf of local residents. The Procurement Hub team decided that one holistic policy that considers a wide range of ethical procurement topics was better than a piecemeal approach involving multiple policies. This is because, with one policy, we can be fully transparent about our stance across this important subject matter, without making the audience work hard to search for this information. This policy represents an important cornerstone of risk management and provides a mechanism for setting appropriate ethical expectations. It is likely that our residents expect the Council to act responsibly and ethically when it spends public money on procurements and contracts..
Evidence / Intelligence List and explain any data, consultation outcomes, research findings, feedback from service	This Policy has been compiled following a review of relevant sections of the following legislation and code of practice: • The Bribery Act 2010 • The Employment Rights Act 1996, as amended by the Public Interest Disclosure Act 1998 • The Equality Act 2010 • The Human Rights Act 1998

users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.	• The Modern Slavery Act 2015 • The Public Contracts Regulations 2015 • Whistleblowing: Guidance for Employers and Code of Practice 2015 And a review of relevant peer policies (other public sector ethical procurement policies) to ensure alignment with structure, content and mechanisms for review and implementation.
Alternatives considered / rejected Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.	The implications of not approving this policy include but are not limited to potential future harm to the Council's reputation or its ability to deliver considered ethical and responsible procurements and well-managed contracts, should unethical behaviour or decision-making occur either within the council or its supply chain. The Council aims to take an ethical and responsible approach to procurement. By doing so we create a fairer Oxfordshire and can influence others around us to follow suit.

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	☐	☒	☐	Ethical procurement principles would encourage a fair approach to recruitment and retention of supplier employees as well as a fair approach to purchasing within the supply chain, from a diverse range of businesses / traders			
Disability	☐	☒	☐	Ethical procurement principles would encourage a fair approach to recruitment and retention of supplier employees as well as a fair approach to purchasing within the supply chain, from a diverse range of businesses / traders			

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Gender Reassignment	☐	☒	☐	Ethical procurement principles would encourage a fair approach to recruitment and retention of supplier employees as well as a fair approach to purchasing within the supply chain, from a diverse range of businesses / traders			
Marriage & Civil Partnership	☒	☐	☐				
Pregnancy & Maternity	☐	☒	☐	Ethical procurement principles would encourage a fair approach to recruitment and retention of supplier employees as well as a fair approach to purchasing within the supply chain, from a diverse range of businesses / traders			

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Race	☐	☒	☐	Ethical procurement principles would encourage a fair approach to recruitment and retention of supplier employees as well as a fair approach to purchasing within the supply chain, from a diverse range of businesses / traders			
Sex	☐	☒	☐	Ethical procurement principles would encourage a fair approach to recruitment and retention of supplier employees as well as a fair approach to purchasing within the supply chain, from a diverse range of businesses / traders			
Sexual Orientation	☐	☒	☐	Ethical procurement principles would encourage a fair approach to recruitment and retention of supplier employees as well as a fair approach to purchasing within the supply chain, from a diverse range of businesses / traders			

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| Religion or Belief | ☐ | ☒ | ☐ | Ethical procurement principles would encourage a fair approach to recruitment and retention of supplier employees as well as a fair approach to purchasing within the supply chain, from a diverse range of businesses / traders | | | |

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	☐	☒	☐	Ethical procurement principles would encourage a fairer and more diverse choice of local businesses to include within the supply chain, which is likely to help support rural communities and areas of deprivation			
Armed Forces	☒	☐	☐				
Carers	☐	☒	☐	Ethical procurement principles would encourage a fair approach to recruitment and retention of supplier employees as well as a fair approach to purchasing within the supply chain, from a diverse range of businesses / traders			
Areas of deprivation	☐	☒	☐	Ethical procurement principles would encourage a fairer and more diverse choice of local businesses to include within			

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
				the supply chain, which is likely to help support rural communities and areas of deprivation			

Section 3: Impact Assessment - Additional Wider Impacts

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Staff	☐	☒	☐	Implementing ethical procurement principles is likely to encourage a fair, safe and ethical culture within the Council as a whole and as such this approach can positively impact on recruitment and retention of Council employees.			
Other Council Services	☒	☐	☐				
Providers	☐	☒	☐	Ethical procurement principles would encourage a fair approach to recruitment and retention of supplier employees as well as a fair approach to purchasing within the supply chain, from a diverse range of businesses / traders			

13

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Social Value [1]	☐	☒	☐	Our Ethical Procurement Policy directly intersects with our Social Value Policy as we have chosen ethical measures to include within our sets of TOMs. Therefore our social value policy partly helps to deliver the aims of the Ethical Procurement Policy and vice versa.			

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[1] If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area

14

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	**28th May 2024**
Person Responsible for Review	**Melissa Sage, Head of Procurement**
Authorised By	**Melissa Sage**

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Climate Impact Assessment tool

Assessment of impacts -

Report Name Project Notes	Ethical Procurement Policy This policy provides an overview of the Council's stance on various aspects of ethics in Procurement and its expectations for the conduct of both staff and suppliers.
Export filename	*Ethical Procurement Policy CCIA 29.05.24* .png

Category	Impact criteria	Score (-3 to +3) - select 0 only if not applicable
Energy	Increases energy efficiency	N/A
Energy	Promotes a switch to low-carbon or renewable energy	N/A
Energy	Promotes resilient, local, smart energy systems	N/A
Transport & Connectivity	Reduces need to travel and/or the need for private car ownership	N/A

Transport & Connectivity	Supports active travel	N/A
Transport & Connectivity	Increases use of public transport	N/A
Transport & Connectivity	Accelerates electrification of transport	N/A
Buildings	Promotes net zero new builds and developments	N/A
Buildings	Accelerates retrofitting of existing buildings	N/A
Nature	Protects, restores or enhances biodiversity, landscape and	N/A
Nature	Develops blue and green infrastructure	N/A
Nature	Improves access to nature and green spaces	N/A
Waste & Consumption	Reduces overall consumption	N/A
Waste & Consumption	Supports waste prevention and drive reuse and recycling	N/A
Resilience & Adaptation	Increases resilience to flooding	N/A
Resilience & Adaptation	Increases resilience to other extreme weather events (e.g., storms, cold snaps, heatwaves, droughts)	N/A
Resilience & Adaptation	Increases resilience of council services, communities, energy systems, transport infrastructure and/or supply chains	

2

Procurement & Investment	Procurement practices prioritise low-carbon options, circular economy and sustainability		2
Procurement & Investment	Investment being considered supports climate action/ is consistent with path to net zero	N/A	
People & Organizations	Drives behavioural change to address the climate and ecological emergency	N/A	
People & Organizations	Drives organizational and systemic change to address the climate and ecological emergency	N/A	
Just transition	Promotes green innovation and job creation	N/A	
Just transition	Promotes health and wellbeing	N/A	
Just transition	Reduces poverty and inequality		2
Just transition	Promotes inclusion and participation	N/A	

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Divisions Affected -

CABINET

17 SEPTEMBER 2024

HIS MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMI) REPORT FOR OXFORDSHIRE FIRE AND RESCUE SERVICE

Report by the Chief Fire Officer and Director of Community Safety

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**

   a) note the report and approve the suggested approach of monitoring improvements.

Executive Summary

2. The report provides an update on the Oxfordshire Fire and Rescue HMI report, focusing on areas required for improvement and the approach developed to ensure robust governance and performance reporting against the agreed action plan. This includes the development of the fire improvement pipeline and the Fire Improvement Board.

   The HMI inspection report published in July 2024 made 11 judgements and identified 26 areas of improvement, which have been risk-assessed by the service, with the most critical areas either addressed or in progress. The report also contains 32 positive statements about the service made by the inspection team.

   The fire improvement pipeline is a dynamic document developed in response to national inquiry action plans, inspection reports, and the service's culture review, allowing the service to react to new recommendations while prioritising and managing capacity for delivery. The Fire Improvement Board, starting on 19th September, will scrutinise the prioritisation of work areas in the fire improvement pipeline, with a focus on HMI recommendations, and will report annually, to the Place Scrutiny Committee.

   The service aims to complete necessary improvements before the next HMI inspection in two years and will ensure the HMI is informed of the progress through the Fire Improvement Board.

The Fire and Rescue service manages its continuous improvement work through its fire improvement pipeline which has been developed in response to national inquiry action plans, 'state of fire' and other national inspection reports, the service's culture review and the inspection of the service by HMI. This is a dynamic plan which allows the service to react to new recommendations while ensuring it is clear on its priorities and capacity for delivery.

The latest HMI inspection took place at the beginning of 2024. The report that was published in July made 11 judgements against the assessment areas and it contains 26 areas of improvement which carry different levels of criticality. The details of report can be viewed on the HMI website here - Oxfordshire - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (justiceinspectorates.gov.uk).

Since the inspection in January, 6 recommendations have been addressed including fire survival guidance, risk information, unwanted fire signals and quality assurance of building inspection work. The rest of the work has been risk assessed and a further eight recommendations are currently being addressed through existing service delivery plans. The remaining areas of improvement are all incorporated in the fire improvement pipeline. The pipeline spreadsheet details the work required including expected benefits, lead officers and teams as well as the timelines for the start and completion of the work.

The governance to oversee the performance and completion of the actions will be through the introduction of a Fire Improvement Board. The board represents all service areas and will be supported by the HMI Service Liaison Lead and the executive leadership of the council. The board will sit for the first time in September and will scrutinise the prioritisation of all the work areas in the Fire Improvement Pipeline with particular attention on the recommendations from HMI. The board will sit quarterly and report into the Place Scrutiny Committee on a regular basis ensuring Members have oversight of the improvements being made across the service area. The Cabinet Member for Public Health, Inequalities & Community Safety will be updated on progress of the improvement work through regular monthly briefings.

Key Issues

3.   The HMI has undertaken its third round of fire and rescue service inspections, with Oxfordshire inspected in December 2023 and January 2024. There has been a change to the grading criteria, with 11 areas of inspection that sit within the three pillars of effectiveness, efficiency and people. In addition to the grading of 'outstanding', 'good', 'requires improvement' and 'inadequate'; a fifth assessment category of 'adequate' has been introduced and automatically applied if an area inspected is found to have any areas of improvement.

In addition to highlighting the areas of improvement required, the report contains positive statements across all the areas of inspection, highlighting the hard work of teams across the service to protect the community and make improvements.

It recognises where we have closed out recommendations from the previous report and identifies some areas where this has not been the case. The report includes 32 positive findings about the service and 26 suggested areas for improvement. Some of the areas of improvement have already been resolved. Appendix 1 shows a comparison of the judgements for the 11 areas across the 2024 report and the 2022 report. It also shows the number of recommended areas of improvements against each judgement.

The service has prioritised the work to address the most important improvements needed and through the improved governance and performance reporting, will ensure all necessary improvements are planned and delivered through the fire improvement pipeline. Some of the areas of improvement will be addressed by the Community Safety Services (CSS) Review and the development of the new operating model. This was recognised by the HMI who stated they were looking forward to seeing the outcomes from the review.

Corporate Policies and Priorities

4.   The HMI report states that the Oxfordshire Fire and Rescue Service is good at keeping people safe and secure from fire and other risks which aligns to the council's priority of **prioritising the health and wellbeing of residents**. Organisational improvements to address the recommendations from the inspection will ensure that Oxfordshire Fire and Rescue Service further supports this priority into the future.

Financial Implications

5.   There are no direct financial implications arising from the report. Any budget pressures and opportunities arising from the improvement work will need to be considered through the council's 4-year business planning cycle. Any pressures or investments in 2025/26, that it is not possible to manage within existing funding or through the council's transformation programme, will need to be considered as part of the Budget & Business Planning process.

Comments checked by:

Kathy Wilcox, Head of Corporate Finance, kathy.wilcox@oxfordshire.gov.uk

Legal Implications

6.   Independent inspection of fire and rescue authorities in England – and the fire and rescue service they oversee - is delivered by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services. The chief fire and rescue inspector and inspectors of fire and rescue authorities in England have powers of inspection given to them by the Fire and Rescue Services Act 2004, as amended by the Policing and Crime Act 2017.

7.   Fire and rescue authorities must give due regard to reports and recommendations made by HMICRFS and – if recommendations are made –

prepare, update and regularly publish an action plan detailing how the recommendations are being actioned.

8.   This report shows how Oxfordshire Fire and Rescue Service will meet its legal obligations with regards to inspection as laid out in Section 7 of the Fire and Rescue National Framework for England (2018).

Comments checked by:

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

Staff Implications

9.   As stated in the body of the report, the resources required to implement the improvement work will be identified through the fire improvement pipeline. This is to ensure that the service clearly understands how and when work will be carried out within its existing resources and staffing or how it will secure additional resource to deliver this work.

Equality & Inclusion Implications

10.   The service will undertake equality impact assessments for all key pieces of improvement work that is required.

Sustainability Implications

11.   The service will review any sustainability implications against all key pieces of improvement work.

Risk Management

12.   The service has reviewed the criticality of the areas of improvement highlighted by the HMI to prioritise the work required. This has included an assessment of the risks of not addressing improvement areas effectively and in a timely manner. This has been a fundamental consideration in the prioritisation of the work needed.

The service must make significant improvements in the next inspection to ensure it maintains the trust and confidence of the public. The main risk to the delivery against the recommendations is capacity and funding. The fire improvement pipeline looks to ensure there is balance between what we can deliver given the services resources and budgetary constraints.

NAME

Rob MacDougall Chief Fire Officer and Director of Community Safety

Annex: Annex 1 – 2024 Report and 2022 Comparison

Contact Officer: Rob MacDougall
                          Chief Fire Officer and Director of Community Safety
                          07881 583208
                          Rob.macdougall@oxfordshire.gov.uk

September 2024

Appendix 1: 2024 Report and 2022 comparison

Her Majesty's Inspection of Constabulary and Fire and Rescue Services have increased the number of judgement grading from 4 to 5, introducing an adequate grading in between good and requires improvement. The table below shows the service's judgement in the 2024 report and the 2022 report.

Area	2024 Report		2022 Report
Effectiveness		Areas for Improvement	
Understanding the risk of fire and other emergencies (*Page 9*)	Adequate	• Transfer of risk information (improved)	Good
Preventing fires and other risks (*Page 12*)	Adequate	• Evaluate prevention activity • Allocate enough resources	Good
Protecting the public through fire regulation (*Page 16*)	Adequate	• Quality assurance (complete) • Unwanted fire signals (complete)	Good
Responding to fires and other emergencies (*Page 21*)	Adequate	• *Response Strategy* • Operational learning monitoring system	Requires Improvement
Responding to major and multi-agency incidents (*Page 25*)	Adequate	• Fire survival guidance (complete)	Good
Efficiency			
Making best use of resources (*page 29*)	Requires Improvement	• Allocation of resources • Performance Management process • Productivity • Evaluate collaboration activity (complete)	Good
Making the FRS affordable now and in the future (*Page 33*)	Adequate	• Productivity, innovation and technology • Change Management skills	Good
People			
Promoting the right values and culture (*Page 37*)	Requires Improvement	• Senior manager visibility and values • Values – all staff	Good

		• People on dual contracts	
Getting the right people with the right skills (*Page 40)*	Adequate	• People appropriately trained • Temporary promotions	Requires improvement
Ensuring fairness and promoting diversity (*Page 43)*	Requires Improvement	• Communication of change programmes • Address staff survey issues • Reducing unacceptable behaviour towards people • Equality impact assessments	Good
Managing performance and developing leaders (*Page 47)*	Requires Improvement	• Performance Review process • High potential staff and aspiring leaders • Succession planning	Requires improvement

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CABINET

17 September 2024

WORKFORCE REPORT & WORKFORCE DATA
APRIL – JUNE 2024 (Q1 2024/25)

Report by Executive Director of Resources and Section 151 Officet

RECOMMENDATION

1. Cabinet is RECOMMENDED to note the report.

Executive Summary

2. This report provides the workforce profile for April to June (Q1) 2024/25 including an overview of headcount, agency spend, sickness, turnover and other relevant management information and performance indicators (Appendix A). This report also provides an update on the Our People & Culture strategy which aims to address the trends identified in this report, but importantly help the Council's ambitions to become an Employer of Choice.

Workforce Profile

3. Appendix A of this report provides data and information about the Council's directly employed workforce. The highlights from this data and information are:

4. The Council's directly employed headcount (excluding agency workers) equates to 5380 people (4523 Full Time Equivalent (FTE)) at the end of Q1. This is an increase of 44 people over the past year and an increase of 2 FTE since Q4 2023/24. A breakdown of staff numbers and agency workers is shown in Table One. The numbers relate to the old service structures and some of the changes in employee numbers may reflect internal transfers between services. The new Services will be used in the next quarter's report.

Table One - Employee and Agency Numbers by Service Area

Services	Employees	Agency Workers (excluding off contract agency workers)
Adult Social Services	**974** (853.6 fte) of which 50 were apprentices (5.1%) of directorate workforce **Decrease of 11** employees from Q4 2023/2024	**105** compared to 112 in Q4 2023/2024 **Decrease of 7**
Children's Services	**1621**(1371.3fte) of which 69 were apprentices (4.3%) of directorate workforce **Decrease of 9** employees from Q4 2023/2024	**201** compared to 190 in Q4 2023/2024 **Increase of 11**

Customer & Culture	**111** (98.4 fte) of which 8 were apprentices (7.2%) of directorate workforce **Decrease of 3** employees from Q4 2023/2024	**1** compared to 7 in Q4 2023/2024 **Decrease of 6**
Environment & Place	**646** (578.1 fte) of which 31 were apprentices (4.8%) of directorate workforce **Increase of 38** employees from Q4 2023/2024	**68** compared to 63 in Q4 2023/2024 **Increase of 5**
Fire Officer & Community Safety	**668** (589.5 fte) of which 33 were apprentices (4.9%) of directorate workforce **Decrease of 9** employees from Q4 2023/2024	**0** compared to 3 in Q4 2023/2024 **Decrease of 3**
Public Health	**361** (229.9 fte) of which 3 were apprentices (1.7%) of directorate workforce **Decrease of 7** employees from Q4 2023/2024	**1** compared to 0 in Q4 2023/2024 **Increase of 1**
Resources and Law & Governance	**997** (803.2 fte) of which 46 were apprentices (6.7%) of directorate workforce **Increase of 3** employees from Q4 2023/2024	**66** compared to 70 in Q4 2023/2024 **Decrease of 4**
	Overall Increase of 2 FTE	**Overall Decrease of 3 workers**

5. Total agency spend (including identified off-contract spend) in Q1 2024/25 was £7.99m as compared to £8.41m for the same quarter in 2023/24, a decrease of £0.42m. When compared with the previous quarter Q4 23/24 there has also been a decrease of £1.02m from £9.1m. The total agency spend (including identified off-contract spend) for the 2023/24 financial year was £36.07m compared to £39.71m for 2022/23. This is a £3.64m decrease in spend year on year. The reduction in agency spend is positive, indicating better cost management for the last three years and is continuing on a downward trajectory. A task force remains in place to review monthly spend and implement necessary interventions.

6. 5% of the Council's workforce is 25 or under which remains static from the previous quarter. The static percentage suggests currently there is no significant change in attracting younger talent. Targeted recruitment campaigns, apprenticeships, internships, work experience to attract younger talent in the future is likely to boost the numbers of this group of staff through our Early Career's Offer.

7. This quarter has seen a voluntary turnover of 4.6% Year to Date. In contrast to the voluntary leavers in the same quarter last year, this represents an increase of 1.6%. A deeper dive will provide further insight to understand the reasons for leaving.

8. 9.1 FTE days were lost per employee to sickness in the past four quarters ending in Q1 2024/25 in contrast to 9 FTE for the previous 12 previous months in 2023/24. The top reason for sickness absence remains as stress, anxiety and depression at 33.2% and this has increased when compared to the last quarter in 2023/24 when

it was 24.8%. The top reason is of concern and is currently being reviewed as part of Our People and Culture Strategy. Effective ways to support wellbeing and absence due to stress, anxiety and depression continue to be explored. Further analysis is required to understand this figure further and whether this is work based stress or other stress. This will provide a better guide on the measures which can be put in place.

9. 12% of the workforce is recorded as non-white, this represents an increase of 2% in contrast to the previous quarter (Q4 2023/24). 9% of the workforce are recorded as having a disability, up by 1% since the last quarter. The increase in diversity is positive, reflecting more inclusive recruitment and a more inclusive workforce. The Council will continue to promote diversity and inclusion initiatives and following a recent review of Equality, Diversity and Inclusion within recruitment processes, will improve the accessibility and transparency of the appointment processes further.

10. Workforce data and trends are published in more detail on the Council's intranet: Workforce data | Oxfordshire County Council Intranet

Our People and Culture Strategy progress update

11. In January 2024 the Council's Our People and Culture Strategy was approved by Cabinet. The vision for the strategy is that *'we develop and maintain a high performing, innovative, highly engaged, and agile teams, employing the best people, and reflecting the communities we serve. We nurture an environment that supports diversity, equality, and inclusion, and allows all our employees to bring their whole selves to work to deliver great services for our Oxfordshire residents'.*

12. The strategy focuses on 4 priorities:

- **Attracting, recruiting and retaining talented People** - it is essential that the Council is able to attract, recruit and retain our talented People to deliver excellent services for the residents of Oxfordshire.
- **Enabling Our People to thrive and perform** - creating a positive and inclusive work environment built on fairness, trust and transparency will allow the Council's People to thrive and perform.
- **Enabling Our People to grow and evolve for the future** - providing growth opportunities both on and off the job to build our knowledge, skills and behaviours will help us all deliver the future together; and
- **Enabling Our People to lead and transform for the future** - empowering our leaders to embrace the skills and behaviours needed to achieve high performance and effective outcomes.

13. Within the '**Attracting, recruiting and retaining talented people**' strand, significant progress has been made with the new Applicant Tracking System, which will speed up recruitment. Implementation has started and the system is currently being tested with a small number of vacancies; full go live is scheduled in September 2024. The new in-house Talent Acquisition and Resourcing team is in place, which will enable the Council to move away from using Hampshire's Integrated Business Centre (IBC). Work on our Employer Value Proposition and employer brand, which will raise the Council's employer profile, has been

progressing well and both are near completion. This improvement will reduce time to hire, ensuring the Council retains applicants by proving an excellent candidate experience. Hiring managers will be able to fill posts sooner reducing the need for and cost of interim or casual back fill arrangements.

14. Within the '**Enabling our people to thrive and perform**' strand, a new policy framework has been created and all policy reviews for 2023/24 have been completed including: agile working, sickness policy and toolkit, domestic abuse, additions to pay guidance and numerous minor policy updates. Work has now started on the 2024/25 policy reviews; new TUPE guidance has been created, new change management policies and toolkits are in development and work is about to start on capability and disciplinary policies and toolkits. The 2024 employee engagement survey, which was launched in February 2024, has now been completed and results have been shared to inform service level approach to improved employee engagement. Discovery work has been started to determine how the 2025 employee engagement survey will be carried out. Wellbeing also remains a key focus particularly on supporting mental health, stress and anxiety.

15. Within the '**Enabling our people to grow and evolve for the future**' strand, a reciprocal mentoring scheme is up and running, which focuses on equality, diversity and inclusion. The 12.3.2 managing for performance tool refresh is in progress. Work is progressing to enhance the Council's early careers offer; candidates will start on the two management trainee programmes in September, the first cohort of work experience students will join the Council in October and discovery work for our internships programme has been completed.

16. Within the '**Enabling our people to lead and transform for the future**' strand work is progressing, and a range of people management controls have been introduced to enable the organisation to operate within budget, focusing on agency usage, honorariums, overtime and purchasing annual leave scheme. Work has started on providing resilience for leaders during transformational change. Further work will be scoped within this strand when additional specialists are in post, funded through the transformation reserve.

Equality & Inclusion Implications

17. Equality and inclusion implications are considered across all our workstreams.

Sustainability Implications

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

Risk Management

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

Financial Implications

20. The level of agency expenditure was a contributory factor in the year end directorate overspend for both 2022/23 and 2023/24. On-going focus through the

Our People and Culture Strategy is required so that costs can be managed within agreed service budgets for 2024/25.

Comments checked by:

Kathy Wilcox, Head of Corporate Finance

Legal Implications

21. There are no direct legal implications arising from this report.

Comments checked by:

Anita Bradley, Director of Law & Governance and Monitoring Officer

Lorna Baxter
Executive Director of Resources

Annex: Appendix A - Workforce Profile Q1 24/25

Background papers: Nil

Contact Officer: Lorraine Amor, HR Assistant Business Partner

August 2024

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Our workforce - Q1 24/25

At the end of Q1 24/25, we had **5380** (4523.0 fte) people, an increase of **2** employees from last quarter. Of these **246** were apprentices, which accounted for **4.6%** of directorate workforce. During Q1 24/25, there were **442** agency workers, compared to **446** agency workers in last quarter.

Headcount as at 31 March in the past 5 years

2019-20	2020-21	2021-22	2022-23	2023-24
5079	**5087**	**5116**	**5310**	**5378**

Length of Service ✨

25% people with under 2 Years	**20%** people with 2 to 5 Years	**56%** people with over 5 Years	**8.9 years** Avg Years of Service
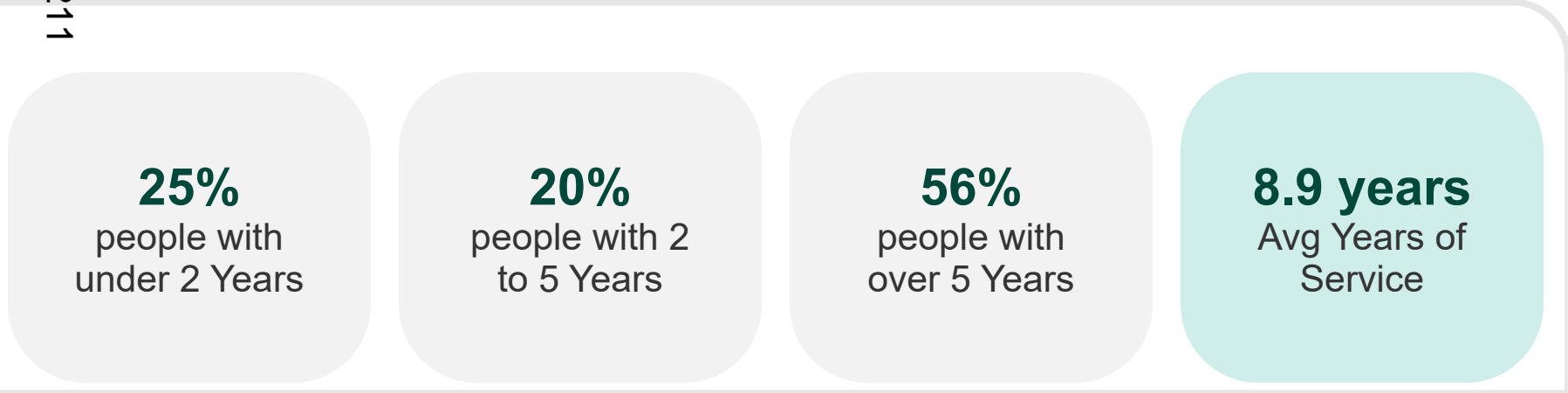
Annual Turnover Rate

13.3% 2021/22	**12.1%** 2022/23	**13.0%** 2023/24	**4.6%** 2024/25 YTD

Number of starters left within the first 6 months

40 2021/22	**62** 2022/23	**45** 2023/24	**14** 2024/25 YTD

Gender and Age

Female - 66%   Male - 34%

- under 26 — **5%**
- age 26-45 — **45%**
- age 46 to 63 — **44%**
- 64 or older — **6%**

Promotions/Secondment 🧗

321

new promotion/secondment in last 12 mths

👩 **57%** are female

👨 **43%** are male

♿ **9%** are declared with a disability

👫 **12%** are ethnic minorities

Sickness

9.1 days

were lost per employee to sickness in the past 4 quarters ending Q1 24/25

Top 3 Reasons - Q1 24/25

33.2% Stress & mental health related

11.8% Cold, ENT & Dental

9.6% Musculoskeletal problems

4.6 days per fte were lost to **long term** sickness, which accounts for **51%** of all sick days in the past 12 months

2.9 days per fte were lost to **stress** related sickness, which accounts for **32%** of all sick days in the past 12 months

Starters

We had **248** starters in Q1 24/25. **11%** of these were under 26. New starters account for **4.6%** of total workforce.

Leavers

We had **246** leavers in Q1 24/25. **7%** of these were under 26. Leavers account for **4.6%** of our workforce.

Q1 20/21, Q2 20/21, Q3 20/21, Q4 20/21, Q1 21/22, Q2 21/22, Q3 21/22, Q4 21/22, Q1 22/23, Q2 22/23, Q3 22/23, Q4 22/23, Q1 23/24, Q2 23/24, Q3 23/24, Q4 23/24, Q1 24/25

OXFORDSHIRE COUNTY COUNCIL

All ▼
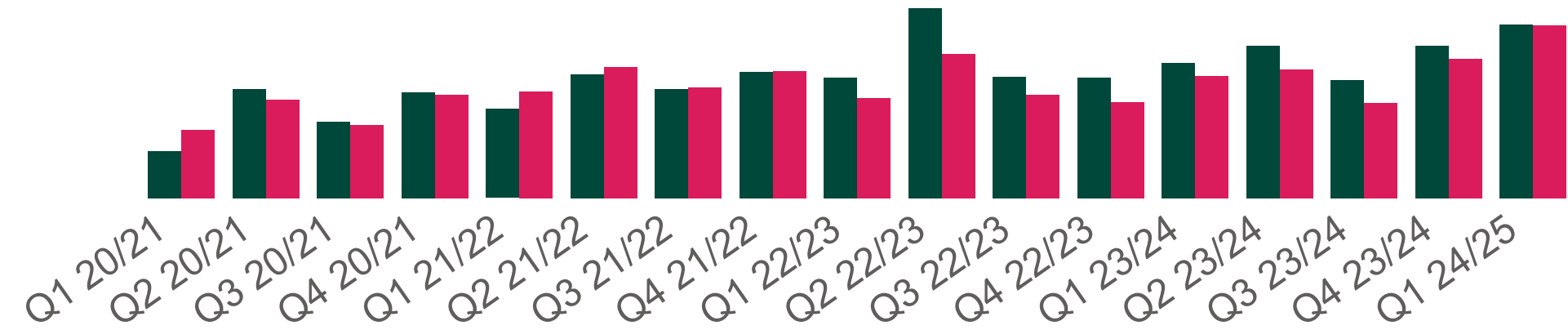
Apprenticeship - celebrate our success

During Q1 there were a total of **25** new apprenticeship enrolments. **36** apprentices have successfully completed their training in Q1

👏

In the annual OXLEP Apprenticeship awards **Nairne Barker** won the Shinning Star award category! **Jack Paviour** and **Daniel Reid** were both highly commended in their categories along with the **Apprenticeship hub** highly recommended in the Large Apprenticeship Employer category

No. of apprentices on programme - end of Q1 24/25

297

Split by new apprentices vs CPD

% new apprentice	% doing CPD
17.5%	**82.5%**

actual spend on apprenticeship by quarter

173K, 210K, 226K, 229K, 250K, 208K, 249K, 227K, 261K, 216K, 223K, 299K

Q2 21/22, Q3 21/22, Q4 21/22, Q1 22/23, Q2 22/23, Q3 22/23, Q4 22/23, Q1 23/24, Q2 23/24, Q3 23/24, Q4 23/24, Q1 24/25

Number of new apprentices enrolled in Q1 24/25

25

Split by new apprentices vs CPD

% new apprentice	% doing CPD
8.0%	**92.0%**
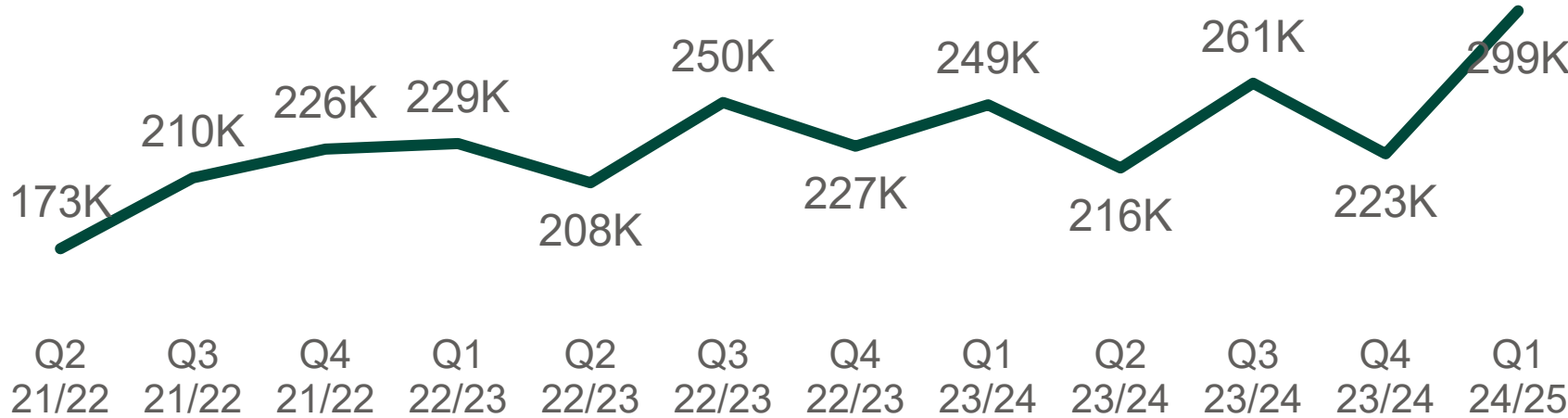
In Q1 24/25 there were

Completions	Withdrawals
36	**3**

Agency Spend 💷

Comensura spend in Q1 24/25 was **£6,938,577**, which <u>has</u> <u>decreased</u> by **1.0%** compared to the spend in the last quarter at **£7,011,640**

Comensura spend by quarter

Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23
6.52M	7.03M	6.94M	7.28M
Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
6.65M	7.04M	7.28M	7.01M
Q1 24/25			
6.94M			

Non Conmesura spend by quarter

Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23
2.45M	2.85M	3.53M	3.43M
Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
1.76M	2.55M	1.69M	2.09M
Q1 24/25			
1.05M			

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CABINET

17 September 2024

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

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**
   a) Note the report and annexes.
   b) Approve the virement requests in Annex B-2a and note the requests in Annex B-2b.
   c) Approve the use of Homes for Ukraine grant funding as set out in Annex C and authorise the Executive Director of Resources to update funding agreements with the City and District Councils accordingly.

Executive Summary

1. The business management reports are part of a suite of performance, risk and budget documents which set out the council's ambitions, priorities, and financial performance. The 2022 – 2025 Strategic Plan sets out the Council's ambitions. It also shows our priority activities for the current financial year.

2. This report presents the July 2024 performance, risk, and finance position for the council.

3. Further information is provided in the following annexes to the report:

   Annex A: Performance as at July 2024.
   Annex B: Finance as at July 2024.
   Annex C: Homes for Ukraine update July 2024
   Annex D: Climate Action Programme update Quarter 1 2024/25
   Annex E: Equality, Diversity and Inclusion Action Plan update Quarter 1 2024/25

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

Performance Overview

5. The Outcomes Framework for 2024/2025 reports on the council's nine strategic priorities. A further priority relates to running the business and includes the customer contact centre and measures included in the council's Financial Strategy. The Outcomes Framework which sits underneath the strategic priorities is comprised of monthly, quarterly, termly, six-monthly and annual

measures which may change as we progress through the year. At the appropriate period, relevant measures will be included in the report.

6. As at the end of July 2024 the performance measures were rated as follows:

July 2024	Green		Amber		Red		Monitoring Only/Data Unavailable		Total
Monthly	13	39%	5	15%	2	7%	13	39%	33
Total	**13**	**39%**	**5**	**15%**	**2**	**7%**	**13**	**39%**	**100%**

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

7. A total of 33 measures were reported in July 2024 (Table 1). All these all were monthly measures.
   - 13 (39%) of the measures were reported as Green (meeting or exceeding target) in July.
   - Five (15%) were rated as Amber (misses target by narrow margin), of which, four were Amber for 2+ months - OCC01.07 *Total % of household waste which is reused, recycled, or composted*, OCC04.01% of people who received short-term services during 24/25 with no further support requests, OCC10.04 Customer enquiries resolved via telephony contact, OCC10.06 Overall customer satisfaction rates for standard Registration service
   - Two (7%) were rated as Red (misses target by a significant margin) -, OCC04.05 % of people transferring from homecare to care homes, OCC10.11 % of Corporate complaints (Stage 1) responded to within timescales.

8. This bi-monthly Cabinet report is the second of 2024/2025. The table (Table 2) below compares monthly measures for the 2024/2025 reporting year. Please note that the number of reported measures fluctuates throughout the year.

Reporting Month	Green		Amber		Red		Monitoring Only		Data unavailable		Total
April 2024	14	44%	3	9%	1	3%	7	22%	7	22%	32*
May 2024	22	58%	6	15%	2	7%	7	18%	1	2%	38
June 2024	32	56%	7	12%	2	4%	9	16%	7	12%	57
July 2024	**22**	**49%**	**6**	**13%**	**4**	**9%**	**7**	**16%**	**6**	**13%**	**45**

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

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

Performance measures reporting Red for July 2024
OCC04.05 % of people transferring from homecare to care homes
OCC10.11 % of Corporate complaints (Stage 1) responded to within timescales

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

10. This table indicates the direction of travel of monthly measures compared to June 2024.

Status changes – June to July 2024	
Red to Green	Not applicable
Amber to Green	OCC11.10 debt requiring impairment – Corporate debtors
Red to Amber	Not applicable
Green to Amber	OCC01.02 Total number of streetlights fitted with LED lanterns
Amber to Red	OCC04.05 percentage of people transferring from homecare to care homes
Green to Red	OCC10.11 % of Corporate Complaints (Stage 1) responded to within timescales

Table 4: Change in Performance across June to July 2024.

Performance Exceptions

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

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

This priority has two measures being reported in July 2024: both are reporting as Amber exceptions.

Figure 1: Priority OCC01 Put action to address the climate emergency at the heart of our work. Monthly performance for 2024/2025 financial year

Measure:	June Status:	July Status:	Director:
OCC01.07 Total % of household waste which is reused, recycled, or composted	Amber	Amber	Paul Fermer

Table 5: Priority OCC01 Measure Exceptions - July 2024.

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

In May 2024 Defra announced the timescales for implementation of Simpler Recycling reforms for businesses, hospitals and schools by 31 March 2025 and households by

31 March 2026. However, progress of the regulations through Parliament were placed on hold due to the calling of the General election. Oxfordshire County Council are awaiting further information from DEFRA in due course.

Priority OCC04: Support carers and the social care system.

This priority has five measures being reported in July 2024: one is reporting as Green, and one is reporting as Amber, and one is reporting as Red. Two measures are reported as monitoring only.

Figure 2: Priority OCC04 Support carers and the social care system. Monthly performance for 2024/2025 financial year

Measure:	June Status:	July Status:	Director:
OCC04.01% of people who received short-term services during 24/25 with no further support requests	**Amber**	**Amber**	**Karen Fuller**
OCC04.05 % of people transferring from homecare to care homes	**Amber**	**Red**	**Karen Fuller**

Table 6: Priority OCC04 Measure Exceptions - July 2024.

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

Performance is showing improvement from previous years - improving from 57% in 2020/21; 65% in 21/22; 70% in 22/23 and 76% in 23/24.
We are expanding the number of people who receive this service, particularly from hospital as part of our discharge to assess model. This means that people with higher level needs are admitted to the service. Many of these people will have their care needs reduced but may not become fully independent, which is the national measure. So far this year 83% of people who have used this service have seen a decrease in their care needs.

<u>OCC04.05 % of people transferring from homecare to care homes.</u>

We want to support people who need care and support in their own homes for as long as possible. We have supported this by increasing the amount of home care we commission. In the last 12 months the amount of home care we have purchased has increased by 8%; and in the last 5 years by 63%. Fewer older people are permanently admitted to residential care - only 15 authorities (out of 151) made fewer permanent care home admissions in 22/23 (last comparative data) and figures for permanent admissions fell by 3% in the last 12 months and 24% in the last 5 years

Priority OCC10: Running the business – Customer Experience

This priority has 13 measures being reported in July 2024: four are reporting as Green, two are reporting as Amber exceptions, One measure is reporting as Red. A further six measures all relating to complaints categories, are recorded as having no data,

due to no complaints being received relating to these categories.

| April | May | June | July |

Figure 3: Priority OCC10 Running the business – Customer Experience. Monthly performance for 2024/2025 financial year.

Measure:	June Status:	July Status:	Director:
OCC10.04 Customer enquiries resolved via telephony contact	**Amber**	**Amber**	**Louise Tustian**
OCC10.06 Overall customer satisfaction rates for standard Registration service	**Amber**	**Amber**	**Anita Bradley**
OCC10.11 % of Corporate complaints (Stage 1) responded to within timescales	**Green**	**Red**	**Louise Tustian**

Table 7: Priority OCC10 Measure Exceptions - July 2024.

OCC10.04 Customer enquiries resolved via telephony contact.

In July, 8975 calls were answered at the first point of contact (74% of the total calls). Compared to June this was 7866 (72%).
Calls resolved at first point of contact will always vary dependant on the nature of calls coming through and the communication with the service areas. We continue to work with service areas to ensure any known issues are briefed out to the CSC staff to avoid having to pass through to the back office. We also are continually reviewing our processes and training to ensure that we can answer a greater percentage at the first point of contact.

OCC10.06 Overall customer satisfaction rates for standard Registration service.

We anticipate an improvement in appointment availability from October 2024, following additional recruitment, on-boarding new colleagues and additional staff training.

OCC10.11 % of Corporate complaints (Stage 1) responded to within timescales.

34 Corporate stage 1 complaints have been received in July 2024. 13 were closed within timescale, six closed outside of time scale, seven are still open within timescale and eight are overdue. Of these, four are across Highways and Environment and Economy and Place directorates, three into the Children's corporate directorate and one into the Adult Social Care directorate.
We continue to escalate and follow up complaints that become overdue and work with the services to ensure we are providing timely responses.

Priority: Priority OCC11: Running the business – Finance Section to be updated following finance measure update anticipated 20 August 2024

This priority has 12 bi-monthly measures being reported in July 2024: nine (75%) are Green, one (8%) Amber, and two (17%) Red.

Figure 4: Priority OCC11 Monthly performance for 2024/2025 financial year.

Measure:	May Status:	July Status:	Director:
OCC11.02 Achievement of planned savings	**Red**	**Red**	**Lorna Baxter**
OCC11.05 Total outturn variation DSG funded services (Schools / early years)	**Amber**	**Amber**	**Lorna Baxter**
OCC11.11 Debt requiring impairment – Adult Social Care contribution debtors	**Red**	**Red**	**Lorna Baxter**

Table 8: Priority OCC11 Measure Exceptions - July 2024.

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

Performance Highlights

12. This section of the report concentrates on highlights related to delivering our strategic priorities.

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

*Link:*https://engage.cloud.microsoft/main/threads/eyJfdHlwZSI6IlRocmVhZCIsImlkIjoiMjgzNzQwMzMxNTIwODE5MiJ9?trk_copy_link=V1

Switch Up Your Lunch is a campaign to help Oxfordshire fight climate change, through thinking about what we eat.
At lunchtime on 11th June, thousands of people joined the Switch Up Your Lunch campaign by eating a vegetarian or vegan lunch.

Tackle inequalities in Oxfordshire

Link: Period products trial set for approval by cabinet

Free to access period products are set to be made available for those facing period poverty as part of a trial approved by Oxfordshire County Council's cabinet on 18 June. Following an earlier motion, the council's cabinet discussed rolling out a scheme to provide period products in 18 libraries and eight children and family centres across Oxfordshire on a trial basis. The scheme will provide period products to anyone who needs them in larger libraries, libraries serving priority areas of deprivation, children and family centres, and for council employees in larger council offices.

Prioritise the health and wellbeing of residents.

Link: New community approach empowers residents to help themselves

A new programme has been introduced in Oxfordshire, enabling residents who might face challenges in their everyday life, to find local support that's right for them.
Funded by Oxfordshire County Council, with support from local partners including the

city and district councils, local area coordinators are based in communities and are available to connect with residents, guiding them to find local resources that might make a difference to their lives.

Support carers and the social care system.

Link: [Helping unpaid carers receive the support they deserve](#)

Unpaid carers in Oxfordshire have been urged to come forward and check if they're receiving all the support that they are entitled to. As part of Carers Week with the theme 'putting carers on the map', Oxfordshire County Council, together with Carers Oxfordshire, highlighted the package of support available to carers, to help them continue to undertake the invaluable work they do.

There is financial, practical, and emotional support available to unpaid carers, much of which is provided by Carers Oxfordshire, a partnership between Action for Carers Oxfordshire and Rethink Mental Illness, with funding support from Oxfordshire County Council.

Carers Oxfordshire provides specialist support to help unpaid carers to find solutions that can make caring easier, including:

- CarersLine – the team is available to listen and help Monday - Friday, 9am - 5pm.
- Carer assessments – identifying any help unpaid carers may be eligible to receive.
- Support groups – where carers can talk to others who may understand.
- Carer ID – to prove carer status and access support and discounts.
- Time for you – a range of offers to give unpaid carers time for themselves.

Unpaid carers, and those they care for, may also be entitled to a range of financial support, with many unpaid carers qualifying for carer's allowance. There is a cap on benefits in some circumstances, so carers are advised to check the criteria first. Carer's allowance is a weekly payment of £81.90 for people who spend at least 35 hours a week caring for someone in receipt of certain benefits. They must also earn £151 or less a week, after tax, National Insurance and expenses. Carer's allowance is a complex benefit that overlaps with some payments, such as the state pension. Claiming it can affect the benefits of the person being cared for if the person providing support does not live with them. In these circumstances, it's important to get specific advice before applying.

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

Link: [New bus ticket offers almost unlimited travel in Oxfordshire](#)

A new Oxfordshire bus ticket, which offers unlimited travel on nearly all local services, has come into operation. The MyBus Oxfordshire ticket offers passengers daily or weekly travel around the county, covering most routes and operators, for a fixed price. It means that one ticket, costing £6.50 a day and £25 a week for adults or £3.50 a day or £14.50 a week for under-19s, gives you unlimited access to more than 150 bus services run by 12 operators in Oxfordshire. The offer has been developed by the

Oxfordshire Bus Enhanced Partnership, a collaboration between Oxfordshire County Council and the county's bus companies to promote the use of bus services through Bus Service Improvement Plan (BSIP) funding provided by the government.

Preserve and improve access to nature and green spaces.

Link: [Council given leading role in putting nature on road to recovery in Oxfordshire](#)

Oxfordshire County Council has been named by the government as a 'responsible authority' for driving nature recovery. It is one of 48 councils set to benefit from a £14 million government funding pot, enabling it to work with local communities to develop a tailored nature recovery strategy for Oxfordshire. Local nature recovery strategies will help communities map out the action needed in their area to restore nature, working closely with local stakeholders, from farmers to schoolchildren, to meet the government's England-wide nature targets.

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

Link: [Oxfordshire County Council joins regional hub to recruit more foster carers](#)

Oxfordshire has become part of the largest local authority fostering partnership in the country, as councils from across the Southeast come together in a bid to increase the number of foster carers across the region. Launched on 8 July, Local Authority Fostering Southeast is a new virtual fostering hub bringing together the expertise of 20 councils – including Oxfordshire County Council – from across the region.

Local Authority Fostering Southeast will ensure prospective foster carers have access to a centralised platform for their initial enquiries about fostering and will see local authorities work collaboratively to provide the best support, right from the start of a carer's fostering journey.

Play our part in a vibrant and participatory local democracy

Link: [Groundbreaking charter deepens local democracy in Oxfordshire](#)

A groundbreaking charter between councils across Oxfordshire was launched on 15 July with the aim being to deepen and enhance local democracy across all the county's communities and improve ways of working between councils. The Oxfordshire Councils Charter is the first of its kind in the country to include all three tiers of local government – parish/town councils, parish meetings, the city council, the district councils and the county council. It has been co-produced by all three layers of local government working hand in hand and it is high-level and flexible enough to empower councils rather than create additional burdens with specific operational commitments.

The charter was launched at the Oxfordshire Association of Local Councils Annual General Meeting and is a voluntary framework that:

- Outlines mutually agreed principles and commitments to support meeting the above aims.
- Recognises and acknowledges the importance of local councils in reaching and

supporting residents and communities.
- Underpins how Oxfordshire councils work better together to deliver outcomes for residents and communities.

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

Link: Money saving energy app coming exclusively to Oxfordshire residents

Oxfordshire residents will be the first in the country to be able to take advantage of a free new mobile app, which can save energy and cut household bills.
All of Oxfordshire's 172,000 households who have a smart energy meter can download it for free whether they own or rent their home and regardless of which energy supplier they use.
Oxfordshire County Council is helping to deliver the Energy Saver App, which will analyse gas and electricity consumption and suggest simple, personalised actions to reduce bills.

Strategic Risk Management Overview

1. A strategic risk is a risk to the council's strategic priorities or long-term outcomes; or a risk with a significance that has an impact at the corporate level.

2. The table below provides an overview of the current strategic risk position. Strategic risks are reviewed monthly as part of the Business management and monitoring process. Risks can be added and escalated at any time during the year. Please note the addition for July of the Climate action strategic risk, therefore there is no direction of travel recorded, due to July being the first month of reporting.

3. Of the additional nine strategic risks, all nine remain static, with the same scoring as reported in June 2024.

Risk Name	Risk Description	31 Jul 2024				
		Inherent Score	Previous Residual Risk Score	Current Residual Risk Score	Current Residual Risk Rating	Direction of Travel
01. Financial Resilience	The council is not financially sustainable in the immediate/medium term.	25	12	12	🟠	➡
02. Cyber security	A successful and significant Cyber-attack leading to disruption, damage or compromise of any of the council's computer services, information systems, infrastructure or data.	25	15	15	🟠	➡
03. HIF1&HIF2	HIF1 and HIF2 become undeliverable and/or potential financial risk to the council	16	12	12	🟠	➡
04. Managing Demand across Adult's and Children's Services	Fluctuating demand of community across Oxfordshire can result in varying requirements in resource.	15	8	8	⭐	➡
05. Special Educational Needs and Disability (SEND)	Local area SEND partnership inspection outcomes found widespread systemic failure. Delay for children having their SEND needs met. Reputational damage (locally, regionally, and nationally).	20	12	12	🟠	➡
06. Oxford Core Schemes	Failure to deliver Oxford Core Schemes (Traffic Filters, Workplace Parking Levy, Zero Emissions Zone and associated city area schemes such as Low Traffic Neighbourhoods) with public support.	20	16	16	🔺	➡
07. Strategic Workforce Planning	A risk that the county council's workforce does not have capacity, capability or resilience to deliver key functions, statutory services or transformational changes required to ensure the councils objectives and long-term priorities are met. Further, that the diversity of the workforce satisfies statutory requirements.	16	12	12	🟠	➡
08. Policy & Budget	Inability to seek agreement in relation to the policy and budget framework from a minority administration.	25	8	8	⭐	➡
09. Delivering the Future Together	Failure to deliver organisation wide transformation.	25	16	16	🔺	➡
10. Climate Impact	Increasing vulnerability to climate impacts leads to failure of key infrastructure and services with a direct impact on health, safety, environment, and businesses.	25	25.00	20.00	🔺	✅

Table 9: Strategic Risk Overview for July 2024.

Homes for Ukraine

Following the launch of the Homes for Ukraine (HfU) scheme by the UK government in March 2022, upper tier councils have been in receipt of a tariff fund for individual arrivals in their area of responsibility.

A partnership delivery plan was approved by Chief Executives in May 2023 and sets out the agreed priorities for the partnership. The plan is preventative in its approach, and our ambition remains to maintain an Oxfordshire refugee and asylum migration system that ensures a warm welcome for all new arrivals and embraces and supports independent living for those staying in the county.

Funding was initially provided as a one-off payment at the level of £10,500 per guest, falling to £5,900 for all new arrivals from 1 January 2023. For eligible minors the tariff continues at £10,500.

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

The overall grant funding to date (based on the number of arrivals) for the HfU programme in Oxfordshire is £23.1m. The original tariff allocation was intended to cover two years, but as the war in the Ukraine continued, the Oxfordshire Migration Partnership committed more funding to the end of March 2025 - this was approved by Cabinet in March 2024.

Please refer to Annex C for additional information on progress.

Equality, Diversity and Inclusion (EDI) Action Plan Quarter 1 update

Table 10 provides an overview of the status of measures included in the 2024/25 EDI action plan.

This EDI Action Plan will be refreshed in Quarter 3 2024/25, Annex E covers the period of Q1 for 2024-25. Our equalities, diversity and inclusion policy, Including Everyone, is approaching the end of its lifecycle and a refreshed framework is now being developed to be launched in Q3 2024/25.

A new EDI Action Plan will sit alongside the new framework; therefore, this interim action plan continues the momentum on current EDI workstreams and captures progress across service areas during the first quarter of the year. The actions in the interim action plan were developed as part of the service planning process during Q4 for 2023-24 following which there has been a period of significant change across all services of the council.
Whilst this has led to fewer progress measures than previous iterations, our commitment to delivering against these actions remain a priority and will inform the new action plan to be adopted in the autumn.

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

Table 10: RAG status of EDI action plan for Quarter 1 2024/25

Annex E outlines the progress of the Equality, Diversity, and Inclusion Action Plan for Quarter 1 2024/25.

Climate Action Programme Quarter 1 update

Table 11 provides an overview of the status of projects included in the 2024/25 Climate Action Programme, across its three pillars:
- Becoming a climate active council
- Decarbonising our estate and operations by 2030
- Enabling Oxfordshire's transition to net zero.

Plan	Green		Amber		Red		Data unavailable		Total
Climate Action Programme	15	79%	4	21%	0	%	0	0%	19

Table 11: RAG status of EDI action plans for Quarter 1 2024/25

Annex D provides additional information on the Climate Action programme progress.

Financial Position

13. As shown below there is a forecast service area overspend of £5.1m, a £2.3m deterioration from the position reported to the July Cabinet. After taking account of additional interest receivable on balances held by the council and anticipated capital financing costs, the overall forecast position is an underspend of £0.4m.

	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance July-24 %	Forecast Variance May-24 £m	Change Since May-24 £m
Adult Services	250.2	250.2	0.0	0.0%	0.0	0.0
Children's Services	197.4	199.6	2.3	1.1%	0.0	2.3
Environment & Highways	69.7	70.6	0.9	1.3%	1.6	-0.7
Economy & Place	1.8	1.8	0.0	0.0%	0.0	0.0
Oxfordshire Fire & Rescue Service and Community Safety	28.1	28.8	0.6	2.3%	0.6	0.0
Public Health & Communities	12.6	12.6	0.0	0.0%	0.0	0.0
Resources and Law & Governance	57.6	58.9	1.3	2.3%	0.6	0.7
Transformation, Digital & Customer Experience	3.3	3.3	0.0	0.0%	0.0	0.0

	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance July-24 %	Forecast Variance May-24 £m	Change Since May-24 £m
Directorate Total	**620.6**	**625.7**	**5.1**	**0.0**	**2.9**	**2.3**
Budgets Held Centrally						
Capital Financing	20.7	17.7	-3.1	-14.7%	0.0	3.1
Interest on Balances	-10.7	-13.2	-2.5	23.5%	-1.4	1.1
Contingency	7.3	7.3	0.0	0.0%	-1.5	-1.5
Pay Inflation	15.1	15.1	0.0	0.0%	0.0	0.0
Un-ringfenced Specific Grants	-52.1	-52.1	0.0	0.0%	0.0	0.0
Insurance	1.7	1.7	0.0	0.0%	0.0	0.0
Contribution from COVID-19 reserve	-3.8	-3.8	0.0	0.0%	0.0	0.0
Contribution from Budget Priority Reserve	-1.4	-1.4	0.0	0.0%	0.0	0.0
Contributions to reserves	13.9	13.9	0.0	0.0%	0.0	0.0
Total Budgets Held Centrally	**-9.2**	**-14.7**	**-5.6**	**60.6%**	**-2.9**	**2.7**
Net Operating Budget	**611.4**	**611.0**	**-0.4**	**-0.1%**	**0.0**	**-0.4**
Business Rates & Council Tax funding	-611.4	-611.4	0.0	0.0%	0.0	0.0
Forecast Year End Position	**0.0**	**-0.4**	**-0.4**	**-0.1%**	**0.0**	**-0.4**

Table 8: Financial Overview for July 2024

14. The breakeven position for Adult Services reported to the July Cabinet remains unchanged.

15. Childrens' Services is forecasting a £2.3m overspend compared to the breakeven position reported to Cabinet in July 2024. This is due to risks in the delivery of previously agreed savings built into the 2024/25 budget.

16. The overspend for Environment & Highways has reduced by £0.7m since July 2024. The £0.9m pressure includes a £2.2m overspend in Network Management relating to the underachievement of lane rental income savings, offset by a £1.3m underspend in Highways maintenance from a reduction in energy costs from lower energy activity.

17. Public Health & Communities are forecasting a breakeven position. Within that a forecast £0.2m underspend against the Public Health grant funding is assumed to be transferred to reserves at year end.

18. The forecast overspend for Resources and Law & Governance has increased by £0.9m from the position reported to Cabinet in July due to unachieved savings held within IT&ID that were originally expected to be made by reducing IT related costs across the council.

19. £7.3m on-going budget was agreed to be held in contingency as part of the 2024/25

budget. This is being held to meet potential risks around pay inflation and possible pressures in Adults and Children's Services later in the financial year. The current forecast assumes that there is no underspend against the contingency budget on the basis of these potential risks materialising. However, as the year progresses and there is more certainty over the forecast position, the underspend against the contingency budget will be factored in.

20. The 2024/25 budget includes planned service areas savings of £30.1m. 43% of these savings are currently assessed as delivered rising to 70% forecast to be delivered by the end of the year.

21. The risk assessed level of one – off funding held in general balances in 2024/25 is £30.2m. A residual balance of £2.3m relating to the underspend at the end of 2023/24 was agreed to be held in balances as part of the Provisional Outturn Report for 2023/24. After taking account of the forecast underspend of £0.4m, balances are currently forecast to be £2.8m above the risk assessed level at 31 March 2024.

22. The forecast 2024/25 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £21.3m in line with the budget approved by Council in February 2024. The CIPFA code of practice requires negative High Needs DSG balances to be held in an unusable reserve. The forecast deficit would increase the cumulative negative High Needs DSG balance held in this reserve from £55.8m as at 31 March 2024 to £77.1m at 31 March 2025.

Financial Implications

23. This report includes an update on the forecast financial position and risks for the council along with action being taken to manage the budget within the position agreed by Council in February 2024. Strong and sustained financial management, collective action and oversight continues to be required to ensure that services are managed within budgets in 2024/25 and on-going into 2025/26.

Comments checked by: Kathy Wilcox, Head of Corporate Finance and Deputy Section 151 Officer.

Legal Implications
24. The Council's constitution at Part 3.2 (Budget and Policy Framework) and Part 3.3 (Virement Rules) sets out the obligations and responsibilities of both the Cabinet and the Full Council in approving, adopting and implementing the council's budget and policy framework.

25. The Council has a fiduciary duty to council taxpayers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers. The report sets out as at July 2024 performance, risk and finance position for the Council as part of its fiduciary duty to implement budgetary controls and monitoring.

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

LORNA BAXTER

Executive Director of Resources & Section 151 Officer

Contact Officers:
Louise Tustian, Director Transformation, Digital and Customer Experience
Kathy Wilcox, Head of Corporate Finance & Deputy Section 151 Officer

Annex A - Performance - July 2024

Contents

Key

Status Indicator	Status Description
▲	
●	
★	
?!	Data missing
n/a	Monitoring only

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

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

Status of Indicators	31/07/2024
OCC01 - Put action to address the climate emergency at the heart of our work	▲

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC01.02 Total No. of streetlights fitted with LED Lanterns	Paul Fermer	Cllr A Gant	This period actual is slightly under this month's target due to contractor sickness. It has been confirmed they plan to over achieve next month to bring back on target and make up the short fall of this month					98	119	🟠	537	344	⭐

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC01.07 Total % of household waste which is reused, recycled or composted	Paul Fermer	Cllr A Gant	Waste performance is reported a month in arrears and the figure reported is the forecast end of year performance for 2024/25. The forecasts are variable and show minor fluctuations through the year as seasonal factors are taken into account. Most local authorities including Oxfordshire have seen recycling rates decrease from 2021/22, and Oxfordshire's forecast recycling rate for 2024/25 is below target. In May 2024 Defra announced the timescales for implementation of Simpler Recycling reforms for businesses, hospitals and schools by 31 March 2025 and households by 31 March 2026. However, progress of the regulations through Parliament were placed on hold due to the calling of the General election. Oxfordshire County Council are awaiting further information from DEFRA in due course.					56.96%	61.50%	🟠	57.14%	61.50%	🟠

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Tackle inequalities in Oxfordshire

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

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

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

Status of Indicators	31/07/2024
OCC02 - Tackle inequalities in Oxfordshire	⭐

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC02.01 Digital Inclusion through libraries (number of hours of use of library public computers)	Ansaf Azhar	Cllr N Fawcett	Use of public computers remains well above target and provides evidence of the on-going demand for this important part of our service offer. We are currently piloting a replacement system for public computer provision in 3 libraries, and if successful will seek to roll this out to all 44 branches.					7,029	6,000	⭐	30,028	22,500	⭐

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Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC02.03 Number of physical visits to Libraries	Ansaf Azhar	Cllr N Fawcett	Physical Visits to Libraries in July and August are traditionally the highest of the year - this is largely due to the success of the Summer Reading Challenge, which is a national initiative encouraging children to keep reading over the summer holiday to maintain reading progress and avoid seeing a dip in standards after the 6 week summer holiday.					185,682	130,000	★	685,420	500,000	★

Prioritise the health and wellbeing of residents

We will work with the health and wellbeing board and our partners to deliver and support services that make a vital contribution to our residents' physical and mental wellbeing.
We will support the wellbeing of those in our community who have been affected, physically and mentally, by the COVID-19 pandemic and will continue to support our volunteers and the voluntary sector.

Status of Indicators	31/07/2024
OCC03 - Prioritise the health and wellbeing of residents	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC03.09 No of people contacted via Making Every Conversation Count	Ansaf Azhar	Cllr N Fawcett	MECC conversations in July remain well above target, but have dropped slightly from June. This is due to focus shifting to the Summer Reading Challenge, which is a national initiative running from early July to mid-September.					706	450	★	3,254	1,800	★

Support carers and the social care system

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

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

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

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

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

Status of Indicators	31/07/2024
OCC04 - Support carers and the social care system	🟠

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC04.01 % of people who received short-term services during 24/25 with no further support request	Karen Fuller	Cllr T Bearder	Performance is showing improvement from previous years - improving from 57% in 2020/21; 65% in 21/22; 70% in 22/23 and 76% in 23/24. We are expanding the number of people who receive this service, particularly from hospital as part of our discharge to assess model. This means that people with higher level needs are admitted to the service. Many of these people will have their care needs reduced but may not become fully independent, which is the national measure. So far this year 83% of people who have used this service have seen a decrease in their care needs.	The measure is reported across the health and social care system locally each month and is monitored alongside other measures to ensure the best pathway is offered to all people.	Performance improvement is reported nationally at the end of the year and will be viewed against a set of measures around flow of patients through the hospital and care system	This measure looks at how many people become fully independent with no need for on-going care. A lower figure means that more people in Oxfordshire become dependent on care services rather than living fully independent lives.	There is a risk that fewer people reabled means more people need on-going care and hence create a financial pressure. Please note though that this measure is of people fully reabled (national measure) - as we increase access then performance on the measure may drop, but financial savings are made as people with higher care packages become more able and need less on-going care	76.00	77.50	🟠	76.00	77.50	🟠

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC04.02 % of residents 18-64 with Learning Disability support who live on their own or with family	Karen Fuller n/a	Cllr T Bearder						89.48%		n/a	89.48%		n/a
OCC04.03 % Section 42 safeguarding enquiries where identified risk was reduced or removed	Karen Fuller ⭐	Cllr T Bearder						93.83	93.00	⭐	93.83	93.00	⭐
OCC04.04 Adults aged 65+ (per100,000) whose support needs met by residential and nursing care homes	Karen Fuller n/a	Cllr T Bearder						320.65		n/a	320.65		n/a

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC04.05 Percentage of people transferring from homecare to care homes	Karen Fuller	Cllr T Bearder	We want to support people who need care and support in their own homes for as long as possible. We have supported this by increasing the amount of home care we commission. In the last 12 months the amount of home care we have purchased has increased by 8%; and in the last 5 years by 63%. Fewer older people are permanently admitted to residential care - only 15 authorities (out of 151) made fewer permanent care home admissions in 22/23 (last comparative data) and figures for permanent admissions fell by 3% in the last 12 months and 24% in the last 5 years	We continue to develop services that allow people to live as long as possible in their own homes - such as the increase in home care	We continue to focus on supporting people wherever possible at home. The care for any individual person will depend on their particular needs, but across the year these variations should be minimised	People want to stay in their own homes for as long as possible. Failure to provide sufficient and appropriate services to support people at home means people may unnecessarily be placed in care homes.	Care homes placements may cost more than supporting people at home	25.73	20.00	▲	25.73	20.00	▲

Invest in an inclusive, integrated and sustainable transport network

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

Status of Indicators	31/07/2024
OCC05 - Invest in an inclusive, integrated and sustainable transport network	⭐

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC05.03 204.6 KM (4.4%) of the road network to be treated	Paul Fermer	Cllr A Gant	The annual target for the 2024/25 total surfacing program has been set at 4.4% of the network (excluding patching). • 3.97 km were treated during July (0.09 % of the network).This surpasses July target as includes a couple recycling schemes that were not included when this targets were initially outlined. • As at 31st of July, 188.4 km (4.08% of the network) has been treated. This means we are on track against the final target.					3.97	1.40	⭐	188.37	187.90	⭐

Preserve and improve access to nature and green spaces

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

Status of Indicators	31/07/2024
OCC06 - Preserve and improve access to nature and green spaces	?!

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC06.02 Percentage of newly planted trees still alive on land OCC own & manage	Paul Fermer	Cllr P Sudbury	Our base level of tolerance for tree survival is >90% across a cumulative three year period. At the moment, we are well above the prescribed tolerance at 95.2%. Some trees are noticeably struggling more than others due to heat and drought stress. 812 trees are alive and >90% are being watered every two weeks by our Tree Aftercare & Planting Service (TAPS). ~80 trees are being watered by our Tree Guardians and Community Tree Groups, >9%.			If hot weather continues, watering frequency may need to be increased. Plans have been made to enable increase in watering frequencies, if necessary.	No financial impact, providing watering frequency is at a minimum maintained.	95.20%		n/a	95.20%		n/a

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

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

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

Status of Indicators	31/07/2024
OCC07 - Create opportunities for children and young people to reach their full potential	⭐

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC07.02 No of children we care for who are Unaccompanied Asylum Seeking Children	▪ Lisa Lyons ▪ Stephen Chandler	Cllr J Howson						95		n/a	383		n/a
OCC07.03 % of children we care for placed out of county and more than 20 miles away from home	▪ Lisa Lyons ▪ Stephen Chandler	Cllr J Howson						34.00		❗	34.00		❗
OCC07.04 Number of Children and Young People accessing the Music Service	▪ Kate Reynolds ▪ Lisa Lyons	Cllr N Fawcett						8,093.00	8,100.00	⭐	8,093.00	8,100.00	⭐
OCC07.05 The number of children subject of a child protection plan	▪ Lisa Lyons ▪ Stephen Chandler	Cllr J Howson						515.00	618.00	⭐	516.75	618.00	⭐
OCC07.06 Number of Oxfordshire ch we care for	▪ Lisa Lyons ▪ Stephen Chandler	Cllr J Howson						674		n/a	674		n/a
OCC07.07 % of Education Health & Care Plans completed within 20 weeks	▪ Lisa Lyons ▪ Stephen Chandler	Cllr J Howson						34.8%		n/a	46.2%		n/a

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC07.08 The number of Education Health Care Plans maintained by the local authority	■ Lisa Lyons ■ Stephen Chandler	Cllr J Howson						6,852.00		n/a	6,726.75		n/a

Play our part in a vibrant and participatory local democracy

We are committed to taking decisions in an open and inclusive way.

We will engage and listen to Oxfordshire residents.

We will be open to scrutiny and regularly provide progress updates.

We will put the impact on the climate and future generations at the heart of decision making.

We will manage our own resources carefully.

Status of Indicators	31/07/2024
OCC08 - Play our part in a vibrant and participatory local democracy	❓❗

This report does not contain any data

This priority has no measures to report in this reporting period

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

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

Status of Indicators	31/07/2024
OCC09 - Work with local businesses and partners for environmental, economic and social benefit	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC09.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire	Lorna Baxter ★	Cllr N Fawcett						4.00	1.00	★	11.00	4.00	★

Running the Business - Customer Experience

Status of Indicators	31/07/2024
OCC10 - Customer Service	⭐

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.01 % of Adult Social Care complaints (Stage 1) responded to within statutory timescales	Louise Tustian	Cllr N Fawcett	2 Adult Social Care statutory stage 1 complaints have been received in July 2024. 1 case is closed within timescale and 1 is still open within timescale.					100.00	80.00	⭐	300.00	320.00	🔺
OCC10.02 % of Adult Social Care complaints (Stage 2) responded to within statutory timescales	Louise Tustian	Cllr N Fawcett	No Adult Social Care statutory stage 2 complaints were received in July 2024.						80.00	❓		320.00	❓
OCC10.03 Overall customer satisfaction rate for the Customer Service Centre – telephony	Louise Tustian	Cllr N Fawcett	Latest satisfaction survey: In July 2024, 30% of calls answered were surveyed which is an increase of12% compared to the previous month. 100% of customers surveyed were satisfied or very satisfied					100%	80%	⭐	100%	80%	⭐

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.04 Customer enquiries resolved via telephony contact channel at first contact	Louise Tustian	Cllr N Fawcett	In July, 8975 calls were answered at the first point of contact (74% of the total calls). Compared to June this was 7866 (72%).	Calls resolved at first point of contact will always vary dependant on the nature of calls coming through and the communication with the service areas. We continue to work with service areas to ensure any known issues are briefed out to the CSC staff to avoid having to pass through to the back office. We also are continually reviewing our processes and training to ensure that we can answer a greater percentage at the first point of contact.	This figure will always vary as is dependent on the nature of the calls that are presented to the CSC. Improved proactive communication to the CSC and externally and training from service areas will help to maintain and improve the amount that the CSC can answer without having to refer the call to a back office specialist.	Risk elements are generally reputational as the customer will not be able to get the answer they want in a timely manner.	A lower percentage of calls answered at the first point of contact, means that an increasing number are being handled by back-office specialists. Generally, these resources are higher graded and answering basic queries is a waste of time and resource as the process is not commensurate to the grade.	74.00	75.00	🟠	293.00	300.00	🟠

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.05 Percentage of FOIs responded to within timescales	Louise Tustian	Cllr N Fawcett	The Council received 150 information requests received during July, with an additional 15 request that were redirected to the local district councils of Oxfordshire, as the County Council does not hold the information requested. Compared to June (111), this is an increase of 35%. The number of requests has returned to normal levels following General Election in early July. A total of 75 requests were responded to on-time and 74 requests remain open and on-time. Our collaboration with colleagues is ongoing to ensure that requests are fulfilled within the statutory 20 working days, which has a beneficial effect on our response rating.	We remain committed to assisting our colleagues in crafting their replies, ensuring that each response undergoes a thorough quality review before being sent to the requestor.	We remain dedicated to upholding strong performance all year and are committed to delivering top-quality service.			100.00	90.00	★	400.00	360.00	★
OCC10.06 Overall customer satisfaction rates for standard Registration Service	Anita Bradley	Cllr N Fawcett	Satisfaction scores from customers were impacted by appointment availability, which is not as high as we would like due to resource pressures. However, overall	We are in the process of on-boarding and training new staff, which will improve appointment availability.	We expect to see an improvement in appointment availability from October onwards.	Low risk. Although waiting times for appointments are longer than normal, registrations are still being completed.	Low financial impact. Although the wait for an appointment is longer, registrations are still taking place.	93%	95%	●	95%	95%	●

satisfaction is good and the service received lovely comments and thanks. A snapshot of customer comments is below:

- The registrar in particular was extremely kind and patient and very good at her job.
- Staff were very kind and understanding when my father's bus did not arrive and he was very late. The only reason I have put somewhat disagree is because this was the earliest time available to register my mothers death.
- The staff were friendly, helpful, professional and sympathetic.
- The registrar was really lovely.
- Smooth and joyful ceremony. We appreciated the personal touches the staff introduced.
- Excellent service. Ceremony was

			beautiful and just what we wanted, thank you. • The services prior to the wedding itself (legalities, etc) were all handled and managed very professionally and were clearly laid out, etc. The pre-ceremony Teams call with the registrar was extremely useful to prepare us for the wedding and we felt fully supported. The ceremony itself was fantastic. The registrar and her colleague were professional throughout, were completely punctual and the registrar injected a lovely amount of emotion and joy into the service itself. We could not have hoped, or asked, for more!						100%	99%		100%	99%	
OCC10.07 Overall customer satisfaction rate for Coroners Inquest Service	Anita Bradley	Cllr N Fawcett								★			★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.08 % of Children Social Care complaints (Stage 1) responded to within statutory timescales	Louise Tustian	Cllr N Fawcett	11 Children Social Care statutory stage 1 complaints were received in July 2024. All the cases are still open within timescale.						80.00	?		320.00	?
OCC10.09 % of Children Social Care complaints (Stage 2) responded to within statutory timescales	Louise Tustian	Cllr N Fawcett	No Children's Social Care statutory stage 2 complaints were received in July 2024.						80.00	?		320.00	?
OCC10.10 % of Children Social Care complaints (Stage 3) responded to within statutory timescales	Louise Tustian	Cllr N Fawcett	No Children's Social Care statutory stage 3 complaints were received in July 2024.						80.00	?		320.00	?
OCC10.11 % of Corporate Complaints (Stage 1) responded to within timescales	Louise Tustian	Cllr N Fawcett	34 Corporate stage 1 complaints have been received in July 2024. 13 were closed within timescale, 6 closed outside of time scale, 7 are still open within timescale and 8 are overdue. Of these, 4 fall into the Environment and Place directorate,3 into the Children's corporate directorate and 1 into Adult Services directorate	We continue to escalate and chases that become overdue and work with the services to ensure we are providing timely responses	ongoing			68.00	80.00	▲	68.00	80.00	▲

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.12 % of Corporate Complaints (Stage 2) responded to within timescales	Louise Tustian	Cllr N Fawcett	4 Corporate statutory stage 2 complaints were received in July 2024. All the cases are still open, 2 within timescale and 2 overdue(Children's and E&P directorates)						80.00	?		80.00	?
OCC10.13 The percentage of customer telephone calls abandoned at the Customer Service Centre	Louise Tustian	Cllr N Fawcett	In July 2024, the Customer Service Centre was offered 13,217 calls across all services. Of these, 969 were abandoned equating to 7.3% of calls. Compared to the previous month, there was an increase of 1.492 calls offered. Compared to July 2023, there is a 1.8% decrease in the abandonment call rate despite 1,125 more calls presented					7.00%	10.00%	★	5.67%	10.00%	★

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Running the business - Finance

Status of Indicators	31/07/2024
OCC11 - Finance	▲

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr D Levy						-0.50	0.00	⭐	-0.25	0.00	⭐
OCC11.02 Achievement of planned savings	Lorna Baxter	Cllr D Levy						70.00	90.00	▲	70.50	90.00	▲
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr D Levy						117.00	85.00	⭐	112.50	85.00	⭐
OCC11.04 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr D Levy						0.40	1.00	⭐	0.45	1.00	⭐
OCC11.05 Total Outturn variation for DSG funded services (schools/early years)	Lorna Baxter	Cllr D Levy						0.00	0.00	🟠	0.00	0.00	🟠
OCC11.06 Total Outturn variation for DSG funded services (high needs)	Lorna Baxter	Cllr D Levy						£21,262,0	£21,300,0	⭐	£21,262,0	£21,300,0	⭐
OCC11.07 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr D Levy						95.00	95.00	⭐	95.00	95.00	⭐

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.08 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr D Levy	For July performance is above target at 95.81% a slight increase from 95.64% in June 2024. Breaking down the figures Children Social Care invoices are slightly below the 95% target 94.2%; both purchase orders and Adult Social Care are above target.					95.81	95.00	⭐	96.18	95.00	⭐
OCC11.09 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr D Levy	This measure identifies the percentage of invoices issued that have been paid within 120 days. In this period, we measured invoices issued in April 2024. The collection rate was 97.31%, above the target of 95%.					97.31	95.00	⭐	97.50	95.00	⭐

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Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.10 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr D Levy	Debt requiring impairment is the value of invoices with potential to become unrecoverable. The potential loss requires recording in the accounts at year end. If at year end there is an overall increase in the value of invoices at risk, we are required to top up the impairment balance. Consequently, this figure is tracked through the year. Debt requiring impairment this month is £0.547m. The top five cases account for 42% of the total bad debt and is being actively worked on by Legal Services and Debt Recovery Officers.					495,192	300,000	⭐	502,096	300,000	🟠

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.11 Debt requiring impairment - Adult Social Care contribution debtors	Lorna Baxter ▲	Cllr D Levy	The 2023-24 year-end adults care contribution impairment for bad debt was £4.52m. At 31 July 2024 it is £4.79m, an increase of £0.27m. As reported previously, wider economic factors have had a significant effect on means tested social care contribution debt levels, as have delays with the court of protection and related activity. This tracks with other local authorities' experience. A bad debt task team, operational since July 2022, has been closed and a revised debt reduction plan for this year is being worked on.					4,790,270	3,500,000	▲	4,798,183	3,500,000	▲
OCC11.15 Invoice Collection Rate - Adult Social Care contribution debtors	Lorna Baxter ★	Cllr D Levy	In this period, we measured invoices issued in April 2024. The 120-day invoice collection rate was 92.17% for this period, above the 92% target.					92.17	92.00	★	91.80	92.00	★

Annex B
Business Management and Monitoring Report July 2024

Introduction

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

   The following information is also provided within the annex:

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

Overall Financial Position

2. As shown below there is a forecast service area overspend of £5.1m, a £2.3m increase from the position reported to the July Cabinet. After taking account of additional interest receivable on balances held by the council and anticipated capital financing costs, the overall forecast position is an underspend of £0.4m.

	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance July-24 %	Forecast Variance May-24 £m	Change Since May-24 £m
Adult Services	250.2	250.2	0.0	0.0%	0.0	0.0
Children's Services	197.4	199.6	2.3	1.1%	0.0	2.3
Environment & Highways	69.7	70.6	0.9	1.3%	1.6	-0.7
Economy & Place	1.8	1.8	0.0	0.0%	0.0	0.0
Oxfordshire Fire & Rescue Service and Community Safety	28.1	28.8	0.6	2.3%	0.6	0.0
Public Health & Communities	12.6	12.6	0.0	0.0%	0.0	0.0
Resources and Law & Governance	57.6	58.9	1.3	2.3%	0.6	0.7
Transformation, Digital & Customer Experience	3.3	3.3	0.0	0.0%	0.0	0.0
Service Areas Total[1]	**620.6**	**625.7**	**5.1**	**0.0**	**2.9**	**2.3**
Budgets Held Centrally						
Capital Financing	20.7	17.7	-3.1	-14.7%	0.0	3.1
Interest on Balances	-10.7	-13.2	-2.5	23.5%	-1.4	1.1
Contingency	7.3	7.3	0.0	0.0%	-1.5	-1.5
Pay Inflation	15.1	15.1	0.0	0.0%	0.0	0.0
Un-ringfenced Specific Grants	-52.1	-52.1	0.0	0.0%	0.0	0.0
Insurance	1.7	1.7	0.0	0.0%	0.0	0.0
Contribution from COVID-19 reserve	-3.8	-3.8	0.0	0.0%	0.0	0.0
Contribution from Budget Priority Reserve	-1.4	-1.4	0.0	0.0%	0.0	0.0

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[1] Service areas have been updated to reflect the council's new senior management structure.

Business Management and Monitoring Report July 2024

	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance July-24 %	Forecast Variance May-24 £m	Change Since May-24 £m
Contributions to reserves	13.9	13.9	0.0	0.0%	0.0	0.0
Total Budgets Held Centrally	**-9.2**	**-14.7**	**-5.6**	**60.6%**	**-2.9**	**-2.7**
Net Operating Budget	**611.4**	**611.0**	**-0.4**	**-0.1%**	**0.0**	**-0.4**
Business Rates & Council Tax funding	-611.4	-611.4	0.0	0.0%	0.0	0.0
Forecast Year End Position	**0.0**	**-0.4**	**-0.4**	**-0.1%**	**0.0**	**-0.4**

3. The breakeven position for Adult Services reported to the July Cabinet remains unchanged.

4. Childrens' Services is forecasting a £2.3m overspend compared to the breakeven position reported to Cabinet in July 2024. This is due to risks in the delivery of previously agreed savings built into the 2024/25 budget.

5. The overspend for Environment & Highways has reduced by £0.7m since July 2024. The £0.9m pressure includes a £2.2m overspend in Network Management relating to the underachievement of lane rental income savings, offset by a £1.3m underspend in Highways maintenance from a reduction in energy costs from lower energy activity.

6. Public Health & Communities are forecasting a breakeven position. Within that a forecast £0.2m underspend against the Public Health grant funding is assumed to be transferred to reserves at year end.

7. The forecast overspend for Resources and Law & Governance has increased by £0.9m from the position reported to Cabinet in July due to unachieved savings held within IT&ID that were originally expected to be made by reducing IT related costs across the council.

8. £7.3m on-going budget was agreed to be held in contingency as part of the 2024/25 budget. This is being held to meet potential risks around pay inflation and possible pressures in Adults and Children's Services later in the financial year. The current forecast assumes that there is no underspend against the contingency budget on the basis of these potential risks materialising. However, as the year progresses and there is more certainty over the forecast position, the underspend against the contingency budget will be factored in.

9. The 2024/25 budget includes planned service areas savings of £30.1m. 43% of these savings are assessed as delivered and 70% are forecast to be delivered.

10. The risk assessed level of one – off funding held in general balances in 2024/25 is £30.2m. A residual balance of £2.3m relating to the underspend at the end of 2023/24 was agreed to be held in balances as part of the Provisional Outturn Report for 2023/24. After taking account of the forecast underspend of £0.4m, balances are currently forecast to be £2.8m above the risk assessed level at 31 March 2024.

11. The forecast 2024/25 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £21.3m in line with the budget approved by Council in February 2024. The CIPFA code of practice requires negative High Needs DSG balances to be held in an unusable reserve. The forecast deficit would increase the cumulative negative High Needs DSG balance held in this reserve from £55.8m as at 31 March 2024 to £77.1m at 31 March 2025.

Service Areas Forecasts

Adult Services

12. Adult Services is forecasting a breakeven position against a budget of £250.2m.

Service Area	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance May-24 £m	Change Since May-24 £m
Adult Social Care	27.1	27.4	0.3	0.0	0.3
Health, Education & Social Care Commissioning	5.5	5.2	-0.3	0.0	-0.3
Housing & Social Care Commissioning	1.4	1.4	0.0	0.0	0.0
Business Support Service	1.1	1.1	0.0	0.0	0.0
Pooled Budgets	215.1	215.1	0.0	0.0	0.0
Total Adult Services	**250.2**	**250.2**	**0.0**	**0.0**	**0.0**

13. The forecast reflects an agreement on the sharing of costs for adults with a Learning Disability with Section 117 aftercare support under the Mental Health Act with the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board, bringing the health and social care system funding more in line with other local authorities and care boards.

Pooled Budgets

Age Well Pooled Budget

14. The Age Well pool combines health and social care expenditure on care homes, activity relating to hospital avoidance and prevention and early support activities for older people.

15. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB) so each partner is responsible for the variation against their element of the funding.

16. The council elements of the Age Well pool are forecast to breakeven in 2024/25, on the assumption that savings are delivered.

17. The council's share of the Better Care Fund (BCF) being utilised within the pool is £31.1m in 2024/25, an increase of 5.7% from 2023/24.

18. There are significant risks and assumptions within the forecast where certainty is not possible at this stage. These include:

- Growth in placements, particularly residential, through the year. Although there is a seasonal trend, it is difficult to predict accurately how activity will move. The forecast includes an element of growth held to mitigate this risk.

- Requests for fee uplifts for unit costs over and above ceiling rates are still being requested and this is being managed through a fee uplift panel. A deadline for requests to be put forward for consideration is to be communicated to providers. Funding is held to cover further requests any unallocated budget will be released to the wider system or cover future risks within the service.

Live Well Pooled Budget

19. The Live Well pool supports a combination of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs and adults with physical disabilities.

20. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB).

21. The council elements of the Live Well pool are forecast to spend to budgets.

22. Risks or uncertainties in both service groups relate to:

- Growth in care packages, particularly for supported living and home support, through the year. It is difficult to predict accurately how activity will move throughout the remaining four months of the year.
- The ICB are yet to formally agree to their share of the costs for adults with Section 117 aftercare support under the Mental Health Act for service users with a physical disability.

Non-Pool Services

23. A combined breakeven position is forecast across all other services.

Reserves

24. £1.0m held in the Budget Priorities reserve for Adult Social Care at 1 April 2024 will be used to fund known pressures in 2024/25.

25. £0.6m held in reserves because of additional contributions made by the ICB in previous years will be allocated in 2024/25 and 2025/26 as agreed with the Joint Commissioning Executive.

26. As the Supervisory Body the council has a statutory obligation to assess and authorise Deprivation of Liberty Safeguarding (DoLS) requests. The number of requests the council receives has increased so £0.4m has been held in the Budget Priorities reserve to help meet its statutory obligation. This funding will be utilised in 2024/25.

27. £0.1m held in the Government Initiative Reserve relates to ongoing costs

associated with charging reforms prior to implementation which is now scheduled for autumn 2025.

28. £0.3m of Apprenticeship funding is held within the grants and contributions reserve, funding was awarded to the council late in February 2024 to increase social work capacity within adult social care, the funding will be used before March 2025.

29. £0.2m Accelerated Reform Fund funding awarded in January 2024 will be used to address barriers to adopting innovative practices and build capacity and capability within adult social care.

Ringfenced Grants

30. As set out in Annex 4, ring-fenced government grants expected to be received by Adult Services in 2024/25 total £23.2m.

31. The Improved Better Care Fund Grant is £10.7m, with no change since 2023/24. The conditions attached to the grant funding require it to be used for the purposes of meeting adult social care needs, including contributing to the stabilisation of local care markets and supporting the NHS is addressing pressures such as delayed discharges.

32. The Market Sustainability and Improvement Fund is £10.0m and is being used to support the provider fee uplift in 2024/25 in line with the terms of the grant, to enhance the uplift, and to maintain uplifts from 2023/24 funded through the Market Sustainability and Fair Cost of Care grant which now forms part of this grant.

33. The Adult Social Care Discharge Fund is £2.5m. This will be used to provide interventions that improve discharge of patients from hospital to the most appropriate location for their ongoing care.

Virements

34. Virements to note reflect budget movements within the pools linked to inflationary uplifts and the recoding of existing savings within Adult Social Care, plus a budget tidy within the Community Support Service.

Savings

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

36. The unconfirmed savings relate to an action to reduce the outstanding unsecured debt. This will not be confirmed until the end of the financial year but while action continues to be taken early reports indicate that this will not be achieved. Updates will continue to be provided in future reports.

37. There are also £0.3m of savings brought forward from 2023/24 to be delivered in 2024/25. 100% of this is expected to be delivered.

Investments

38. Planned one – off investments of £1.4m were agreed as part of the 2024/25 budget. There are currently plans for £1.0m of this total with further work being carried out to utilise the remaining investment. To maximise the benefit of this funding an element may be required to be carried forward into 2025/26 so an update will be provided within the next report.

39. Options to fully understand the benefits to the council as a result of the £0.5m investment in digital technologies are being worked through. The scoping exercise linked to these projects and any implementation flowing from this may require some of the funding to be moved into to an earmarked reserve for use in 2025/26 so an update will be provided in future reports.

40. Opportunities to be funded from the £0.5m Shared Lives investment will be developed following recommendations from project work beginning in September 2024.

41. The digital acceleration allocation referred to in paragraph 39 is likely to be oversubscribed. Recommendations to update the proposed use of any of the other allocations to provide additional funding for this will be included in the next report to Cabinet.

42. £0.2m of the investment linked to the Oxfordshire Way is being managed by the Partnership Delivery Service. Opportunities to ensure the benefit of the £0.2m investment in transport is maximised county wide are also being considered.

Children's Services

43. Childrens' services are forecasting an overspend of £2.3m against a budget of £197.4m.

44. For High Needs DSG there is a forecast in year deficit of £21.3m in line with the budget agreed by Council in February 2024.

Service Area	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance May-24 £m	Change Since May-24 £m
Education & Learning	50.8	50.8	0.0	0.0	0.0
Schools[2]	0.2	0.2	0.0	0.0	0.0
Subtotal Education	**51.0**	**51.0**	**0**	**0.0**	**0.0**
Early Help, Front Door & Social Care	87.3	88.8	1.5	0.0	1.5
Provider Services & Safeguarding	49.7	49.7	0	0.0	0.0
Subtotal Childrens' Social Care	**137.1**	**138.5**	**1.5**	**0.0**	**1.5**
Childrens' Services Central Costs	9.3	10.1	0.8	0.0	0.8

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[2] *Maintained Schools are funded by Dedicated Schools Grant

Service Area	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance May-24 £m	Change Since May-24 £m
Total Childrens' Services	197.4	199.6	2.3	0.0	2.3
Overspend on High Needs DSG that will be transferred to the unusable reserve	88.4	109.7	21.3	0.0	0.0

Education

45. Within Education & Learning, Home to School Transport continues to be high risk. At this point in the year expenditure is forecast to be within the budget, however until transport arrangements for the new academic year from September are confirmed there remains a risk of overspends within this area.

Children's Social Care & Central Costs

46. There is a forecast overspend of £2.3m for Children's Social Care.

47. The forecast overspend is as a result of £3.7m of previously agreed reductions to budgets or savings built into the budget for 2024/25. The service has reviewed the feasibility of achieving these and there are possible mitigating actions estimated to reduce the impact to £2.3m but work is continuing to assess options so an update will be provided in the next report.

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

49. The latest activity for Childrens' Social Care is as below:

	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25	July 2024/25
Oxfordshire born children	778	755	735	709	677	651	624	623	634
Disabled Children	61	62	58	56	51	50	49	48	45
Subtotal	**839**	**817**	**793**	**765**	**728**	**701**	**673**	**671**	**679**
Unaccompanied	69	73	108	100	94	108	95	99	98
Total	**908**	**890**	**901**	**865**	**822**	**809**	**768**	**770**	**777**

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

Dedicated Schools Grant (DSG)

51. The forecast overspend against High Needs DSG funding is a deficit of £21.3m. This is in line with the budget approved by Council in February 2024.

Summary of DSG funding	2024/25 Budget £m	2024/25 Projected Outturn £m	Variance £m
Schools block	129.1	129.1	0.0
Central Services Schools block	5.2	5.2	0.0
High Needs block	88.4	109.7	21.3
Early Years block	74.8	74.8	0.0
Total	**297.5**	**318.8**	**21.3**

52. The CIPFA code of practice requires negative High Needs DSG balances to be held in an unusable reserve. The forecast deficit would increase the cumulative negative DSG balance held in this reserve from £45.6m as at 31 March 2024 to £66.9m at 31 March 2025.

Grants

53. The allocation for the 2024/25 Implementation of Supported Accommodation Reforms grant has been updated to £1.0m, an increase £0.7m from the previously reported allocation.

Virements

54. Cabinet is requested to approve a virement reflecting the transfer of the budget for the Family Safeguarding Plus Adult Facing Posts (Mental Health) contract to Provider Services reflecting the new method of delivery. Additionally, approval is required for virements amending the grant allocations of the Ofsted Readiness Supported Accommodation grant and the Wraparound Childcare Programme.

Savings

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

Investments

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

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

Environment & Highways

57. Environment & Highways is forecasting an overspend of £0.9m against a budget of £69.7m.

Service Area	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance May-24 £m	Change Since May-24 £m
Infrastructure Delivery	1.2	1.2	0.0	0.0	0.0
Environment	37.1	37.1	0.0	0.0	0.0
Transport Policy	13.2	13.2	0.0	0.0	0.0
Highways & Maintenance	20.7	19.4	-1.3	0.0	-1.3
Network Management	-6.4	-4.2	2.2	1.6	0.6
Supported Transport	1.9	1.9	0.0	0.0	0.0
Senior Management Team	0.3	0.3	0.0	0.0	0.0
Data Intelligence & Business Support	1.7	1.7	0.0	0.0	0.0
Total Environment & Highways	**69.7**	**70.6**	**0.9**	**1.6**	**-0.7**

Infrastructure Delivery

58. The Infrastructure Delivery service area is forecasting a breakeven position. There are currently minor pressures, but it is anticipated that this can be managed through capitalisation of staff time throughout the year.

Environment

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

60. Waste Management are forecasting a breakeven position. However, this is based on April tonnages as May 2024 waste data is not yet available.

61. The table below summarises budgeted and forecast waste activity.

Waste Stream	Budget				Outturn Forecast			
	Annual	Tonnage		Price/ Tonne	Annual	Tonnage		Price/ Tonne
	£m	K'Tonnes	%	£	£m	K'Tonnes	%	£
Recycling/ Composting	8.362	175	60%	47.86	7.871	152	56%	51.93
ERF	16.167	105	36%	154.41	17.314	110	41%	158.01
Landfill	1.624	11	4%	149.30	1.247	7	3%	167.03
Total	**26.153**	**291**	**100%**	**90.09**	**26.432**	**268**	**100%**	**94.40**

62. Other services within Environment & Circular economy are also forecasting a break-even position. All investments in flood management activity are currently on track to spend to budget at the year end

Transport Policy

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

Highways & Maintenance

64. Highways & Maintenance are forecasting an underspend of £1.3m. This reflects a reduction in energy consumption for street lighting and the ongoing effect of a price update received during 2023/24 setting out more favourable energy prices.

65. The current level of defects remains high, however there is a reduction compared to the same period in 2023/24.

Month	Defects 2022/23	Defects 2023/24	Defects 2024/25	% Increase/ Decrease
April	3320	4,143	4,314	4.12%
May	2927	4,944	3,770	-23.74%
June	2212	4,695	3,998	-14.84%
July	1979	4,134	3,716	-10.11%
August	1888	2,553		
September	1715	2,363		
October	1650	2,927		
November	1980	3,088		
December	1840	2,837		
January	3057	3,574		
February	3023	3,881		
March	3839	4,290		

Network Management

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

Supported transport

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

Senior Management Team

68. The Senior Management Team service area is forecasting a breakeven position.

Data Intelligence & Business Support

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

Grants

70. There has been no new grant income at this stage of the report, all reported grants are consistent with the agreed budget.

Virements

71. There are number of virements that predominantly realign and correct internal budgets as detailed in Annex 2b and Annex 2c.

Savings

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

- Lane rental an introduction of charges for all works on the business roads at the busiest times to minimise disruption: the service anticipates that the full £2.2m income expectation is unlikely to be achieved. As noted in paragraph 66 this is due to delay at DfT of approving the application. Pending a decision being made, there is a forecast overspend in of £2.2m.

- Income of £0.2m from introduction of a new Controlled Parking Zones (CPZs): Income realisation is likely to be between December 2024 and March 2025 through a mix of permit fees and fines. An update on additional CPZ income will be reported later in the monitoring cycle.

- Prevention of unsorted waste at Household Waste Recycling Centres. A saving of £0.2m is now unlikely to be delivered this year due to implementation delays.

- Fleet Management reduction in costs of £0.1m will not be delivered but is being managed within the overall budget.

Investments

73. The 2024/25 budget includes planned investments of £2.5m. 94% are on track to be delivered and include:

- £0.2m to improve the collection of fees, charges, and penalties.
- £0.5m for gully and ditch clearing and repairs in areas recently flooded.
- £0.5m to reclaim footpaths and cycleways and manage vegetation.
- £0.1m investment in improved enforcement of Controlled Parking Zones.

74. Investments that are at risk of being delivered include:

- £0.2m to introduce new Controlled Parking Zones: the Network and Co-ordination service is currently working on CPZ programme prioritisation to

identify, design and consult four new schemes. New CPZs could go live by December 2024 at the earliest depending on the complexity/consultation response.

- £0.2m investment in <u>Automatic Number Plate Recognition</u> to improve enforcement of moving traffic offences. Additional sites are being identified with an expectation that they will be live from October 2024.

Reserves

75. The parking account is managed to allow for variances in income across the years.

76. The parking account is forecasting a reduction in the net contribution to reserve, due to a 20% reduction in income received in 2024/25, when compared to the same period last year. Although this will not have an in-year impact on the revenue account, the reduction in income, if it continues, could put at risk the longer term financial viability of the reserve. This will be monitored closely throughout the remainder of the year.

<u>Economy & Place</u>

77. Economy & Place is forecasting a breakeven position against a budget of £1.8m.

Service Area	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance May-24 £m	Change Since May-24 £m
Economy	0.0	0.0	0.0	0.0	0.0
Strategic Planning	0.7	0.7	0.0	0.0	0.0
Climate Action	1.2	1.2	0.0	0.0	0.0
Place Making	-1.9	-1.9	0.0	0.0	0.0
Innovation	0.3	0.3	0.0	0.0	0.0
Senior Management Team	1.0	1.0	0.0	0.0	0.0
Business Performance & Services Improvement	0.5	0.5	0.0	0.0	0.0
Total Environment & Place	**1.8**	**1.8**	**0.0**	**0.0**	**0.0**

78. All services in Economy & Place are forecasting a breakeven position.

Savings

79. The 2024/25 budget includes planned savings of £1.0m. 72% are forecast to be delivered.

Public Health and Communities

80. Public Health and Communities are forecasting a breakeven position against a budget of £12.6m.

Annex B
Business Management and Monitoring Report July 2024

Service Area	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance May-24 £m	Change Since May-24 £m
Public Health Functions	38.7	38.5	-0.2	0.0	-0.2
Public Health Recharges	0.6	0.6	0.0	0.0	0.0
Other Income	-1.4	-1.4	0.0	0.0	0.0
Grant Income	-34.4	-34.4	0.0	0.0	0.0
Transfer to Public Health Reserve	0.0	0.2	0.2	0.0	0.2
Total Public Health	**4.8**	**4.8**	**0.0**	**0.0**	**0.0**
Total Libraries & Heritage	**7.8**	**7.8**	**0.0**	**0.0**	**0.0**
Total Public Health and Communities	**12.6**	**12.6**	**0.0**	**0.0**	**0.0**

81. A £0.2m underspend in services funded by the Public Health ringfenced grant will be transferred to the Public Health reserve at year end.

82. Sexual health services are reporting a £0.1m underspend due to activity levels being lower than anticipated.

83. Tobacco Control are reporting a £0.1m underspend due to an increased Section 31 grant to support the increase in tobacco control and stop smoking activity.

Ringfenced Government Grants
84. The ringfenced Public Health grant totals £34.4m in 2024/25.

85. A ringfenced Stop Smoking Services Grant £0.8m has been awarded to the council to increase the number of smokers engaging with effective interventions to quit smoking.

Use of Un-ringfenced Government Grant Funding
86. Un-ringfenced grants held centrally and agreed to be used to support expenditure budgets within Public Health include:

- £1.2m Domestic Abuse Duty Grant supporting the provision of accommodation-based support to victims of domestic abuse and their children.
- £0.6m Substance Misuse Treatment & Recovery Housing Grant being used to deliver the Government's aim that by 2024/25 there will be more people recovering from addiction in stable and secure housing.
- £1.2m Supplementary Substance Misuse Treatment and Recovery grant. This is the second year of a three-year scheme where the Office for Health Improvement and Disparities (OHID) is working alongside other government departments to support a process of investment in a whole system approach to tackling illicit drug use, including enforcement, diversion and treatment and recovery interventions.
- £0.2m Employment Individual Placement Support in community drug and alcohol treatment grant, to improve quality of life for people with alcohol and 'other drug' dependence.
- £1.1m Rough Sleeping Drug and Alcohol Grant is being used to provide specialist support for rough sleepers and those at risk.

Reserves

87. Public Health earmarked reserves were £4.5m at 1 April 2024. £1.8m is earmarked to be spent in 2024/25, £1.1m in 2025/26, £0.6m in 2026/27 and £0.4m in 2027/28, leaving a balance of £0.6m. The use of the reserve is continuously being reviewed and it is anticipated that there will be further commitments against this funding agreed throughout 2024/25.

88. £0.1m is being held to expand the Making Every Contact Count work programme in Oxfordshire; this will be spent in 2024/25.

89. The History Service donations reserve of £0.02m is earmarked to be spent in 2024/25

90. The Museum Service donations reserve of £0.1m is earmarked to be spent equally over the next 3 years.

Virements

91. There are two virements to note, one updating budgets for the confirmed Domestic Abuse grant and the second reflecting a small update of the library budgets.

Savings

92. The 2024/25 budget includes planned savings of £1.0m. 72% are forecast to be achieved due to uncertainty about the delivery of full savings early in the financial year.

Oxfordshire Fire & Rescue Service and Community Safety (OFRSC)

93. Oxfordshire Fire & Rescue Service and Community Safety are forecasting a £0.7m overspend position against a budget of £28.1m.

Service Area	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance May-24 £m	Change Since May-24 £m
Community Safety Management	0.0	0.0	0.0	0.0	0.0
Fire & Rescue	26.4	27.1	0.7	0.7	0.0
Emergency Planning	0.3	0.3	0.0	0.0	0.0
Trading Standards	1.4	1.4	0.0	0.0	0.0
Total Oxfordshire Fire & Rescue Service and Community Safety	**28.1**	**28.8**	**0.7**	**0.7**	**0.0**

94. All services are forecasting a breakeven position with the exception of Fire and Rescue which is forecasting an overspend of £0.7m due to staffing savings that are not expected to be achieved.

Use of Un-ringfenced Government Grant Funding

95. Un-ringfenced grant funding held centrally and agreed to be used to support expenditure budgets within Oxfordshire Fire & Rescue Service includes:

- £0.1m Firelink Grant - The council has been notified of a 20% reduction in this grant from the previous year and that this grant will continue to reduce by 20% in each of the next two years.

Reserves

96. £3.2m is held in reserves for the renewal of fire and rescue vehicles and breathing apparatus equipment. A fleet replacement strategy has been developed and several vehicles have been ordered and expected to be received in 2024/25, the reserve will be fully utilised by 2025/26.

97. The Fire Uplift Grant reserve held £0.5m at 1 April 2024. This is being held to fund employee costs expected to be incurred over the next three to five years.

98. £0.5m is being held to cover the cost of the replacement of Airwave for Oxfordshire Fire and Rescue Service and the implementation of the new national Emergency Service Mobile Communications Programme.

Resources and Law & Governance

99. The services within Resources are forecasting an overspend of £1.3m against a budget of £57.6m, an increase of £0.7m from the May forecast.

Service Area	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance May-24 £m	Change Since May-24 £m
Corporate Services	10.7	11.6	0.9	0.0	0.9
HR & Cultural Change	5.0	4.8	-0.2	0.0	-0.2
Financial & Commercial Services	9.5	9.5	0.0	0.0	0.0
Property & Assets	19.2	19.2	0.0	0.0	0.0
Public Affairs, Policy & Partnership	4.4	4.4	0.0	0.0	0.0
Law, Governance, Coroner & Registration Services	8.9	9.5	0.6	0.6	0.0
Total Resources	**57.6**	**58.9**	**1.3**	**0.6**	**0.7**

100. There is a forecast overspend of £0.9m within **Corporate Services** due to previously agreed savings of £0.9m which were held corporately but expected to be achieved through reductions in costs related to IT expenditure across the organization. Since further work has identified that these are not achievable there is a forecast pressure in 2024/25 and the on-going impact will need to be considered as part of the 2025/26 budget process.

101. **Human Resources & Organisational Development (HR&OD)** are

forecasting an underspend of £0.2m due to in year savings from staff seconded to transformation projects. All savings are expected to be fully delivered.

102. **Financial & Commercial Services** are forecasting a breakeven position, however there are risks to the delivery of some of the savings agreed in the budgets:

- Staffing savings will be achieved as a post that was originally planned as part of the budget increase from 2024/25 will no longer be pursued.
- Additional IBC contract savings are anticipated from quarter 3 with the offboarding of the Recruitment Service, but this has not yet been quantified.

103. **Property & Assets Services** are forecasting a breakeven position, however some risks identified by the service will require mitigation.

104. **Public Affairs, Policy & Partnership services** are forecasting a breakeven position. All savings and investments are expected to be fully delivered.

105. **Law, Governance, Coroners & Registration Services** are forecasting an overspend of £0.6m as a result of high locum costs in the Legal service where recruitment continues to be a challenge.

Savings

106. The 2024/25 budget includes planned savings of £1.9m. 98% are forecast to be achieved.

Transformation, Digital & Customer Experience (TDCE)

107. The services within TDCE are forecasting a breakeven position against a budget of £3.3m.

Service Area	Latest Budget July-24 £m	Forecast Spend July-24 £m	Forecast Variance July-24 £m	Forecast Variance May-24 £m	Change Since May-24 £m
Delivery Unit	-1.0	-1.0	0.0	0.0	0.0
Customer Experience	3.4	3.4	0.0	0.0	0.0
Insight & Corporate Programmes Programmes	0.7	0.7	0.0	0.0	0.0
TDCE Management	0.2	0.2	0.0	0.0	0.0
Total Resources	**3.3**	**3.3**	**0.0**	**0.0**	**0.0**

108. The **Delivery Unit** is forecasting a breakeven position.

109. **Customer Experience** service are forecasting a breakeven position, 100% of savings are expected to be delivered.

110. Insight & Corporate Programmes and TDCE Management are forecasting breakeven positions.

Savings

111. Cabinet is asked to note the virement to reallocate the delayering savings of £1.5m from service areas into TDCE pending moving them back to services as delayering savings are identified. Just over half of the total is currently forecast to be achieved in 2024/25 with a larger full year effect in 2025/26. The activity to implement the delayering is on-going so it is anticipated that the saving will be updated further as the year progresses and will be fully achieved in the longer run.

Overview of Medium Term Financial Strategy Investments and Savings

112. The 2024/25 budget includes planned services savings of £30.1m. 43% of these savings are assessed as delivered and 70% is forecast to be delivered. Work is continuing to ensure that these savings are achieved.

Service areas	2024/25 Planned Savings	Actual Delivery to Date	Actual Delivery to Date	Forecast delivery	Forecast delivery
	£m	£m	%	£m	%
Adult Services	4.3	2.9	67%	4.2	98%
Childrens' Services	12.3	4.6	37%	7.3	59%
Environment & Highways	8.1	2.6	32%	4.6	57%
Economy and Place	1.0	0.4	36%	0.7	72%
Public Health & Communities	0.5	0.2	53%	0.5	100%
Oxfordshire Fire & Rescue Service and Community Safety	0.5	0.3	52%	0.4	83%
Resources and Law & Governance	1.9	1.8	91%	1.9	98%
Transformation, Digital & Customer Experience	1.5	0.4	23%	1.5	100%
TOTAL	**30.1**	**12.9**	**43%**	**21.1**	**70%**

113. The 2024/25 budget includes planned service areas investments of £11.6m, 1% are assessed as delivered, 97% is forecast to be delivered.

Service Areas	2024/25 Planned Investments	Actual Delivery to Date	Actual Delivery to Date	Forecast delivery	Forecast delivery
	£m	£m	%	£m	%
Adult Services	1.4	0.0	0%	1.2	84%
Childrens' Services	6.7	0.1	2%	6.7	100%
Environment & Highways	2.5	0.0	1%	2.4	94%
Economy and Place	0.3	0.0	0%	0.3	100%
Resources and Law & Governance	0.6	0.0	1%	0.6	100%
TOTAL	**11.6**	**0.2**	**1%**	**11.2**	**97%**

Adult Services

110. The 2024/25 budget includes planned savings of £4.3m. 98% are forecast to

be delivered, the £0.1m saving to reduce outstanding unsecured debt is at risk of being delivered.

Childrens' Services

114. The 2024/25 budget includes planned savings of £12.3m. 59% of these savings are forecast to be delivered, there remains £6.1m of savings to deliver through activities during the year to manage demand and cost of care which includes agency costs which are at risk of delivery. Planned investments of £6.7m are forecast to be delivered but some of these are being reviewed as part of the options to manage the forecast pressure in 2024/25 so an update will be provided in the next report.

Environment & Highways

111. The 2024/25 budget includes planned savings of £8.1m. 57% are forecast to be delivered. The savings at risk of being delivered include the £2.2m lane rental income underachievement, £0.2m to reduce the amount of waste that is sent to the Energy Recovery Facility, £0.1m reduction in fleet management costs, and £0.5m contracts savings. 94% of planned investments of £2.5m are on track to be delivered.

Economy and Place

112. The 2024/25 budget includes planned savings of £1.0m. 72% are forecast to be delivered, £0.3m additional anticipated income from charges to developers is at risk of being delivered. 100% of planned investments of £0.3m are on track to be delivered.

Public Health & Communities

113. The 2024/25 budget includes planned savings of £0.5m. 100% are forecast to be delivered.

Oxfordshire Fire & Rescue Service and Community Safety

114. The 2024/25 budget includes planned savings of £0.5m. 83% are forecast to be delivered, £0.3m staffing savings is at risk of being delivered.

Resources and Law & Governance

115. The 2024/25 budget includes planned savings of £1.9m. 98% of these savings have been delivered and 96% are forecast to be delivered. 100% of planned investments of £0.6m are expected to be achieved.

Transformation, Digital & Customer Experience

116. The delayering staffing savings of £1.5m has been reallocated from service areas to the Transformation service. Budgets for senior managers have been adjusted to reflect the new structure. £0.4m of the £1.5m saving has been achieved so far and it is anticipated that this will increase later in the year as the next layer is completed.

Debt Management

Corporate Debtors

117. The combined collection rate, based on invoice volumes, for June and July 2024 was just above the 95% target at 96%. The collection rate based on the

value of invoices for the same period was 96%.

118. Debt requiring impairment is currently £0.5m, £0.2m above the year-end target of £0.3m. The top five debt cases account for 40% of all bad debt. The highest debt relates to a disputed Joint Use Agreement. The remaining four cases are being tracked and progressed by the corporate income recovery team.

Adult Social Care Debtors

119. The combined 120-day invoice collection rate for June and July 2024 was on target at 92%; this is the first time the target has been achieved in over two years.

120. The 2023/24 year-end adults care contribution impairment for bad debt was £4.5m. Projected bad debt as at the end of July is £4.8m, £0.3m higher than the current impairment balance. The Adults' service continue to work on improvements to business processes impacting debt levels.

Budgets Held Centrally

121. After taking account of the use of contingency and additional interest on balances to support the forecast service areas overspend, there is a combined underspend of £5.6m against budgets held centrally.

Capital Financing Costs

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

123. Interest payable is currently forecast to be £12.3m, £3.1m below budget. This reflects the early repayment of a LOBO loan and actual interest costs being lower than budgeted. This is expected to be one – off in 2024/25 as interest payable will increase in 2025/26.

Interest on Balances

124. The forecast for in house interest receivable is £21,7m, £2.5m above the budget. The additional interest is a result of higher than forecast cash balances coupled with higher than forecast deposit rates.

125. Cash balances for the year are forecast to be £77.1m lower than they would otherwise have been as a result of negative DSG balances (see paragraph 140). The impact of this is an estimated opportunity cost of £3.2m in unearned interest during 2024/25.

Pay Inflation and Contingency

126. Ongoing funding for pay inflation in 2024/25 total £15.1m and the contingency

budget for 2024/25 totals £7.3m. This will be held to meet potential risks around pay inflation and potential winter pressures in Adults and Childrens' services later in the financial year.

127. The pay inflation budget includes funding for an estimated pay award equivalent to 5.0% for all green book staff.   An increase to the existing offer equivalent to 1% overall would be estimated to cost around £3.0m on-going and would need to be met from contingency.

128. The claim lodged by UNISON, GMB and Unite on 29 February 2024 included a request to increase pay by at least £3,000 or 10% (whichever is greater) on all spinal pay points.

129. Following the government's announcement that they will accept the 5.5 per cent rise for teachers, local government employers have confirmed that the offer of £1,290 on all pay points up to SCP 43 and 2.50% for all other pay points made in May 2024 was the final offer

130. GMB members voted to accept the offer, the other two unions have rejected the offer and Unite have warned that a ballot for strike action is now likely so further updates are awaited.

131. The National Joint Council for Local Authority and Fire Rescue Services (NJC) agreed a pay increase of 4.0% to be paid to all Grey book staff effective from 1 July 2024, plus an improved occupational maternity pay provision (26 weeks at full pay, inclusive of all allowances and CPD, followed by 13 weeks at SMP). Cabinet is recommended to approve the transfer of budgeted funding of £0.6m held for pay inflation to Oxfordshire Fire & Rescue Service.

132. Agreement has also been reached on the 2024 pay award for local authority Chief Officers, with the representatives of Chief Officers accepting the Employers' offer of a 2.5% pay increase effective from 1 April 2024.

Reserves

133. As set out in Annex B - 3 Earmarked Reserves are forecast to be £175.0m at 31 March 2025.

Transformation Reserve
134. £10.0m funding was agreed to be added to the Transformation Reserve as part of the budget agreed in February 2024.   £2.3m of this funding is being used to support revenue budget investments, with £1.5m supporting the 2024/25 budget and a further £0.8m in 2025/26.

135. The remaining £7.7m is being used to enable the next phase of transformation to be delivered and to create a sustainable council for the future. £5.3m of this funding is expected to be used in 2024/25.

Redundancy Reserve
136. The balance held in the Redundancy Reserve was £2.4m at 31 March 2024.

Reflecting the need to reduce the size of the council to be sustainable in future £5.0m was agreed to be added to the reserve as part of the 2024/25 budget. £3.7m of the funding held in the reserve is currently expected to be used in 2024/25.

COVID-19 Reserve

137. As set out in the Provisional Outturn Report for 2023/24 £1.4m funding not required to be used to fund pressures in Children's Social Care in 2023/24 based on the position at year end is available to support future pressures or initiatives. All of the other funding held in the reserve is built into the Medium Term Financial Strategy.

Business Rates & Council Tax Collection Fund Reserve

138. As set out in the Reserves and Balances Policy Statement for 2024/25 this reserve is held to manage fluctuations in Business Rates and Council Tax income that the Council receives, and the intention set out in the Reserves and Balances Policy Statement for 2024/25 was to hold a balance of £4.0m. Following confirmation of grant funding and the local share that will be passed to the council by the districts, plus £0.8m estimated pooling income for 2024/25 relating to the North Oxfordshire Pool, total funding for business rates is now estimated to be £101.7m compared to £99.5m in the budget agreed by Council in February 2024.

139. Cabinet is requested to approve virements to update the budget for the additional funding and to reflect the transfer of £2.1m to the Collection Fund Reserve. After taking account of this funding, and additional amounts added to the reserve at the end of 2023/24, the total in the reserve is currently expected to be £8.5m at the end of 2024/25. The use of this funding will be considered through the Budget & Business Planning Process for 2025/26.

Dedicated Schools Grant (DSG) Unusable Reserve

140. An unusable reserve was created in 2020/21 to hold **negative High Needs DSG balances** in line with a change to the CIPFA code of practice on DSG High Needs deficits. The net deficit of £21.3m for 2024/25 will increase the total High Needs deficit held in the reserve to £77.1m as at 31 March 2025. The regulations which require the negative balance to be held in an unusable reserve will come to an end on 31 March 2026. The impact of the unusable reserve on the council's ability to set a balanced budget over the medium term will need to be considered through the Budget & Business Planning Process for 2025/26.

Grants

141. As set out in Annex B - 4 government grants totalling £502.3m are expected to be received by the Council during 2024/25. This includes £14.7m in schools' grants for additional mainstream funding, early years funding and pupil premium, plus Adult Social Care Market Sustainability and Improvement Fund (£10.0m).

Homes for Ukraine

142. Following the launch of the Homes for Ukraine (HfU) scheme by the UK government in March 2022, upper tier councils have been in receipt of a tariff fund for individual arrivals in their area of responsibility as well as funding for

thank you payments for hosts. Funding for the tariff element was originally provided as a one-off payment at the level of £10,500 per guest, falling to £5,900 for all new arrivals from 1 January 2023. For eligible minors the tariff continues at £10,500.

143. Further information about the on-going scheme and updated proposals for the use of the tariff funding in Oxfordshire is included in Annex C.

General Balances

144. The risk assessed level of balances for 2024/25 is £30.2m.

145. As set out in the Provisional Outturn Report for 2023/24 one-off balance of £2.3m has been held in balances pending a decision about future use.

146. After taking account of the forecast underspend and the additional £2.3m noted in paragraph 145, balances are currently forecast to be £2.8m above the risk assessed level at 31 March 2025.

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

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Variance Last Reported Reporting Month	Change in Variance	Projected Year End Traffic Light Red > 1.5% Amber >1.1% <1.5% Green on track
	£000	£000	£000	%	£000	£000	
Adult Services	250,171	250,171	0	0.00%	0	0	G
Children's Services	197,372	199,626	2,254	1.14%	0	2,254	A
Environment & Highways	69,707	70,607	900	1.29%	1,600	-700	A
Economy and Place	1,778	1,778	0	0.00%	0	0	G
Oxfordshire Fire & Rescue Service and Community Safety	28,106	28,756	650	2.31%	650	0	R
Public Health & Communities	12,600	12,600	0	-1.03%	0	0	G
Resources and Law & Governance	57,606	58,926	1,320	2.29%	600	720	R
Transformation, Digital & Customer Experience	3,257	3,257	0	0.00%	0	0	G
Directorate Total Net	**620,597**	**625,721**	**5,124**	**0.83%**	**2,850**	**2,274**	**G**

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

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Variance Last Reported Reporting Month	Change in Variance	Projected Year End Traffic Light Red > 1.5% Amber >1.1% <1.5%
	£000	£000	£000	%	£000	£000	Green on track
Budget held Centrally							
Capital Financing							
Capital Financing - Principal	14,933	14,933	0	0.00%	0	0	
Prudential Borrowing Recharges	-9,557	-9,557	0	0.00%	0	0	
Capital Financing - Interest	15,351	12,300	-3,051	-19.87%	-1,360	-1,691	
Interest on Balances	-10,673	-13,180	-2,507	23.49%	0	-2,507	
Contingency	7,321	7,321	0	0.00%	-1,490	1,490	
Pay Inflation held corporately	15,116	15,116	0	0.00%	0	0	
Unringfenced Specific Government Grants	-52,125	-52,125	0	0.00%	0	0	
Insurance	1,737	1,737	0	0.00%	0	0	
Contribution from COVID-19 Reserve	-3,756	-3,756	0	0.00%	0	0	
Contribution from Budget Priorities Reserve	-1,396	-1,396	0	0.00%	0	0	
Contributions to (+)/from (-)reserves	13,871	13,871	0	0.00%	0	0	
Total Budget held Centrally	**-9,178**	**-14,736**	**-5,558**	**60.56%**	**-2,850**	**-2,708**	
Net Operating Budget	**611,419**	**610,985**	**-434**	**-0.07%**	**0**	**-434**	
Business Rates & Council Tax Funding	-611,419	-611,419	0	0.00%	0	0	
Forecast Year End Position	**0**	**-434**	**-434**	**-0.07%**	**0**	**-434**	

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

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Variance Last Reported	Change in Variance	Projected Year End Traffic Light
			underspend- overspend+		Reporting Month		Red > 1.5% Amber >1.1% <1.5%
	£000	£000	£000	%	£000	£000	Green on track

Funded by		
Council Tax Requirement	-	498,633
Council Tax Surpluses	-	11,705
Care Leavers Discount		21
Business Rates Top-Up	-	42,128
Revenue Support Grant	-	1,535
Business Rate Local Share		-37,494
Business Rates collection Fund Surplus		-
Section 31 grant	-	19,945
Total		**-611,419**

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	£000	£000	£000
SCS1	Adult Social Care	27,059	27,359	300	0	300
SCS2	Other Adult Social Care Services	5,501	5,201	-300	0	-300
SCS3	Housing & Social Care Commissioning	1,378	1,378	0	0	0
SCS4	Business Support Service	1,141	1,141	0	0	0
SCS5	Pooled Budget Contributions	215,092	215,092	0	0	0
	Total Adult Services	**250,171**	**250,171**	**0**	**0**	**0**

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
				underspend-overspend+		
		£000	£000	£000	£000	£000
CEF1	Education & Learning	50,774	50,774	0	0	0
CEF2	Early Help, Front Door + Social Care	87,323	88,762	1,439	0	1,439
CEF3	Provider Services & Safeguarding	49,734	49,734	0	0	0
CEF4	Schools	215	215	0	0	0
CEF5	Children's Services Central Costs	9,326	10,141	815	0	815
CEF9	Children's Services Corporate Overheads	0	0	0	0	0
	Total Children's Services	**197,372**	**199,626**	**2,254**	**0**	**2,254**

MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)

	Schools DSG	129,099	129,099	0	0	0
	High Needs DSG	88,440	109,702	21,262	21,262	0
	Early Years DSG	74,767	74,767	0	0	0
	Central DSG	5,154	5,154	0	0	0
	Total DSG Funded Expenditure	**297,460**	**318,722**	**21,262**	**21,262**	**0**

Business Management & Monitoring Report : Oxfordshire Fire & Rescue Service and Community Safety
Position to the end of July 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	£000	£000	£000
CDA3	**Community Safety**					
COM4-1	Community Safety Management	0	0	0	0	0
COM4-2	Fire & Rescue	26,417	27,067	650	650	0
COM4-3	Emergency Planning	309	309	0	0	0
COM4-5	Trading Standards	1,381	1,381	0	0	0
	Total Community Safety	**28,106**	**28,756**	**650**	**650**	**0**

Business Management & Monitoring Report : Public Health & Communities
Position to the end of July 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Reported	Change in Variance
		£000	£000	£000	£000	£000
PHDIRZD	Public Health Directorate	0	0	0	0	0
PH1	PH - Mandatory Functions	19,470	19,370	-100	0	-100
PH2	PH - Non Mandatory Functions	19,180	19,080	-100	0	-100
PH3	Public Health Recharges	577	577	0	0	0
PH4	Grant Income	-34,401	-34,401	0	0	0
	Transfer to Public Health Reserve	0	200	200	0	200
	Total Public Health	4,826	4,826	0	0	0

Business Management & Monitoring Report : Public Health & Communities
Position to the end of July 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Reported	Change in Variance
		£000	£000	£000	£000	£000
COD1-2	Homes for Ukraine	0	0	0	0	0
COD5-3	Libraries & Heritage	7,774	7,774	0	0	0
COD9-3	Migration	0	0	0	0	0
	Total Libraries & Heritage	7,774	7,774	0	0	0
	Total Public Health & Communities	**12,600**	**12,600**	**0**	**0**	**0**

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	£000	£000	£000
EP1	OXLEP	0	0	0	0	0
EP2	Economy	0	0	0	0	0
EP3	Strategic Planning	696	696	0	0	0
EP4	Climate Action	1,184	1,184	0	0	0
EP5	Place Making	-1,881	-1,881	0	0	0
EP6	Innovation	303	303	0	0	0
EP7	Senior Management Team	980	980	0	0	0
EP8	Business Performance & Services Improvement	496	496	0	0	0
	Total Economy & Place	**1,778**	**1,778**	**0**	**0**	**0**

Business Management & Monitoring Report: Environment & Highways
Position to the end of July 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	£000	£000	£000
EH1	Infrastructure Delivery	1,243	1,243	0	0	0
EH2	Environment	37,123	37,123	0	0	0
EH3	Transport Policy	13,170	13,170	0	0	0
EH4	Highways & Maintenance	20,683	19,383	-1,300	0	-1,300
EH5	Network Management	-6,361	-4,161	2,200	1,600	600
EH6	Supported Transport	1,875	1,875	0	0	0
EH7	Senior Management Team	279	279	0	0	0
EH8	Data Intelligence & Business Support	1,695	1,695	0	0	0
	Total Environment & Highways	**69,707**	**70,607**	**900**	**1,600**	**-700**

Business Management & Monitoring Report: Resources and Law & Governance
Position to the end of July 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend-overspend+	Variance Last Month Cabinet Reporting	Change in Variance
		£000	£000	£000	£000	£000
HRCCDIR	HR & Cultural Change	4,977	4,797	-180	0	-180
FCSDIR	Financial & Commercial Services	9,506	9,506	0	0	0
PADIR	Property & Assets	19,155	19,155	0	0	0
PAPPDIR	Public Affairs, Policy & Partnership	4,409	4,409	0	0	0
CORPDIR	Corporate Services	10,681	11,581	900	0	900
LGCRDIR	Law & Governance	8,878	9,478	600	600	0
	Total Resources and Law & Governance	**57,606**	**58,926**	**1,320**	**600**	**720**

Business Management & Monitoring Report: Transformation, Digital & Customer Experience
Position to the end of July 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	£000	£000	£000
TDCE1	Delivery Unit	-1,027	-1,027	0	0	0
TDCE2	Customer Experience	3,437	3,437	0	0	0
TDCE3	Digital	0	0	0	0	0
TDCE4	Insight & Corporate Programmes	676	676	0	0	0
TDCE5	TDCE Management	171	171	0	0	0
	Total Transformation, Digital & Customer Experience	**3,257**	**3,257**	**0**	**0**	**0**

Business Management Report
Position to the end of July 2024

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Sept	June	Wraparound Childcare Programme 24.25	CEF1-4	Access to Learning	T	2,110	0
				VSMMGT	Strategic Measures	T	0	-2,110
			2024/25 Fire Service pay award	COM4-2	Fire & Rescue	P	570	0
				VSMMGT	Strategic Measures	P	-570	0
	Sept	July	Amend the allocation of Ofsted readiness supported accomodation grant	CEF3-1	Provider Services	P	691	299
				VSMMGT	Strategic Measures	P	0	-990
CS	Sept	July	FSP Adult Facing Posts Mental Health (from 01/08/24)	CEF3-1	Provider Services	P	564	0
				CEF5-1	Management & Admin	P	-564	0
SM	Sept	July	Additional S31 grant Business Rates reliefs and Pooling Income - increase funding and increase budgeted contribution to Collection Fund Reserve	VSMMGT	Strategic Measures	T	2,100	-2,100
Grand Total							4,900	-4,900

Business Management Report
Position to the end of July 2024

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet Meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CS	Sept	June	CSC Holding code budget realignment	CEF2-9	Change	P	-228	0
				CEF3-1	Provider Services	P	60	0
				CEF3-2	QA Safe + Recruit + Retention	P	97	0
				CEF5-1	Management & Admin	P	70	0
			Create expenditure budget for the growth of the enhanced fostering service.	CEF2-3	Childrens Social Care	P	-68	0
				CEF3-1	Provider Services	P	68	0
			Anchor Team - Increase income & expenditure budgets in line with expected grant increase	CEFATV	Adopt Thames Valley	T	67	-67
			Invest to save project so set up the expenditure budgets for New homes for activities - T	CEF2-3	Childrens Social Care	T	17	0
				CEF3-1	Provider Services	T	-17	0
			Invest to save project so set up the expenditure budgets for New homes for activities	CEF2-3	Childrens Social Care	P	-81	0
				CEF3-1	Provider Services	P	81	0
			Reversing duplicate SEN savings reallocation	CEF1-2	SEND	P	343	0
				CEF5-1	Management & Admin	P	-343	0
		July	Improvement of Early Help processes for Oxfordshire's Partnership and Locality Community Support Workflow	CEF2-1	Early Help	T	60	0
				CEF2-9	Change	T	-60	0
	Sept	July	FSP Adult Facing Posts Mental Health (MIND from 01/04/24 - 31/07/24). Part year adjustment to reflect mid year change to contract.	CEF3-1	Provider Services	T	-188	0
				CEF5-1	Management & Admin	T	188	0
			1 x Early Help Practitioner post FHC to IAT	CEF2-1	Early Help	P	-50	0
				CEF2-2	Front Door	P	50	0
			MASH Family Help Team budget creation	CEF2-1	Early Help	P	-357	0
				CEF2-2	Front Door	P	357	0
			Turnaround grant 24-25	CEF3-1	Provider Services	T	170	-170
AS	Sept	June	2025ASC615 & 24AD5 S117 Funding correction of coding from Live Well to Age Well Pools	ACSNPOOL	Live Well Pool	P	-3,000	3,000
				BCFPOOL	Age Well Pool	P	4,400	-4,400
				SCS5	Pooled Budget Contributions	P	900	-900
			PD U65 Budget move to Age Well +65	ACSNPOOL	Live Well Pool	P	-875	875
				BCFPOOL	Age Well Pool	P	875	-875
				SCS5	Pooled Budget Contributions	P	0	0
			DoLS funding to cover permanent staff	SCS1-2	Safeguarding & Mental Health	P	400	0
				SCS5	Pooled Budget Contributions	P	-400	0
			24/25 OSJ Uplift	ACSNPOOL	Live Well Pool	P	41	-41
				BCFPOOL	Age Well Pool	P	1,005	-1,005
				SCS5	Pooled Budget Contributions	P	0	0

Business Management Report
Position to the end of July 2024

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet Meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
AS	Sept	June	24.25 Panel Uplifts - Reallocating centrally held money for inflation uplifts	ACSNPOOL	Live Well Pool	P	241	-241
				BCFPOOL	Age Well Pool	P	9	-9
				SCS5	Pooled Budget Contributions	P	0	0
			Equipment/albany and telecare contract increase repost 23/24 temporary virement	BCFPOOL	Age Well Pool	P	226	-226
				SCS5	Pooled Budget Contributions	P	0	0
			24/25 LTF Budget Updates	BCFPOOL	Age Well Pool	P	2,617	-2,617
				SCS5	Pooled Budget Contributions	P	0	0
			Community Capacity no longer in pool	BCFPOOL	Age Well Pool	P	0	1,100
				SCS5	Pooled Budget Contributions	P	-1,100	0
			Amendment to LTF Age Well budget adjustments	BCFPOOL	Age Well Pool	P	-306	306
				SCS5	Pooled Budget Contributions	P	0	0
			24/25 Live Well Budget updates	ACSNPOOL	Live Well Pool	P	206	-206
				SCS5	Pooled Budget Contributions	P	0	0
			Inflation & Savings Budget Adjustments	SCS2	Health Ed. & Social Care Commissioning	P	-17	0
				SCS5	Pooled Budget Contributions	P	17	0
		July	Budget Realignment - Correct LD and PD budget contribution	ACSNPOOL	Live Well Pool	P	0	0
			Pooled Budget 24/25 Update	ACSNPOOL	Live Well Pool	P	14,396	-14,396
			24/25 Health Budgets update	BCFPOOL	Age Well Pool	P	8,920	-8,920
			24/25 LTF Budget Updates AW	BCFPOOL	Age Well Pool	P	113	-113
				SCS5	Pooled Budget Contributions	P	0	0
			ASC Inflation Budget Reallocation 23/24 (Panel)	ACSNPOOL	Live Well Pool	P	343	-343
				BCFPOOL	Age Well Pool	P	9	-9
				SCS5	Pooled Budget Contributions	P	0	0
			2025ASC615 & 24AD5 S117 Funding	BCFPOOL	Age Well Pool	P	-4,836	4,836
				SCS5	Pooled Budget Contributions	P	-900	900
EP	Sept	June	Tidy up of Place IDT001	EP5	Place Making	P	-775	775
	Sept	July	Temp Grant Budget for transparency - Zero Emissions Transport City	EP5	Place Making	T	188	-188
SM	Sept	June	Business Rates local share correction	VSMMGT	Strategic Measures	P	-41	41
	Sept	July	Strategic Measures Un-ringfenced grant budgets	VSMMGT	Strategic Measures	P	-82	82
			Addititonal RSG Top Up grant allocation	VSMMGT	Strategic Measures	T	141	-141
CD	Sept	June	Increase in Domestic Abuse Grant allocation	PH2	PH Non-Mandatory Functions	P	22	0
				VSMMGT	Strategic Measures	P	0	-22

Business Management Report
Position to the end of July 2024

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet Meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Sept	June	EP4 Budget Tidy - Correct cost centre coding	EH7	Senior Management Team	P	61	0
				EP7	Senior Management Team	P	-61	0
			Member allowances 5% uplift for 2023-24	LGCRDIR	Law & Governance	P	62	0
				VSMMGT	Strategic Measures	P	-62	0
			Pay Inflation Contingency Children's - Apprenticeship Levy and Prem Retirement	CEF2-9	Change	P	3	0
				CEF5-1	Management & Admin	P	98	0
				CEF5-2	Prem Retirement Compensation	P	192	0
				VSMMGT	Strategic Measures	P	-293	0
			Leaving Care Allowance Uplift Grant 24/25	CEF2-3	Childrens Social Care	T	136	0
				VSMMGT	Strategic Measures	T	0	-136
			Supporting Families Base Funding 24/25	CEF2-1	Early Help	P	93	0
				VSMMGT	Strategic Measures	P	0	-93
			Supporting Families -PBR Q1 24/25	CEF2-1	Early Help	T	152	0
				VSMMGT	Strategic Measures	T	0	-152
		July	Rough Sleeper - Care Leavers Grant 24/25	CEF2-3	Childrens Social Care	T	95	0
				VSMMGT	Strategic Measures	T	0	-95
			Green Book Pay Award 2023/24 - partial reversal	FCSDIR	Financial & Commercial Services	P	-101	0
				VSMMGT	Strategic Measures	P	101	0
			Reversal of £1.5m DTFT2024 delayering savings (prior to organisational restructure)	CEF5-1	Management & Admin	P	468	0
				COM4-2	Fire & Rescue	P	186	0
				CORPDIR	Corporate Services	P	57	0
				EH7	Senior Management Team	P	153	0
				FCSDIR	Financial & Commercial Services	P	46	0
				HRCCDIR	HR & Cultural Change	P	27	0
				LGCRDIR	Law & Governance	P	47	0
				PADIR	Property & Assets	P	71	0
				PAPPDIR	Public Affairs, Policy & Partnership	P	25	0
				SCS1-1	Social Care Management & Practice	P	317	0
				TDCEDIR	Trans, Digital & Customer Service	P	-1,398	0
			EP Allocate Savings targets Q1	EH3	Transport Policy	T	-23	0
				EH4	Highways & Maintenance	T	-28	0
				EH5	Network Management	T	-14	0
				EH7	Senior Management Team	T	102	0
				EH8	Data Intelligence & Business Support	T	-3	0
				EP3	Strategic Planning	T	-5	0
				EP4	Climate Action	T	-2	0
				EP5	Place Making	T	-27	0

Business Management Report
Position to the end of July 2024

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet Meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Sept	July	Delayering savings Tiers 1 & 2 Full Year Effect	CEF5-1	Management & Admin	P	7	0
				COM4-2	Fire & Rescue	P	21	0
				EH7	Senior Management Team	P	-171	0
				EP7	Senior Management Team	P	-145	0
				FCSDIR	Financial & Commercial Services	P	30	0
				HRCCDIR	HR & Cultural Change	P	15	0
				LGCRDIR	Law & Governance	P	11	0
				PADIR	Property & Assets	P	20	0
				PAPPDIR	Public Affairs, Policy & Partnership	P	15	0
				SCS1-1	Social Care Management & Practice	P	7	0
				TDCEDIR	Trans, Digital & Customer Service	P	190	0
			Delayering savings following the new organisational structure of T1 & 2	CORPDIR	Corporate Services	P	-155	0
				PAPPDIR	Public Affairs, Policy & Partnership	P	-138	0
				TDCEDIR	Trans, Digital & Customer Service	P	293	0
EH	Sept	July	Virement to support BSIP grant expenditure 24/25	EH3	Transport Policy	T	3,565	-3,565
			Transfer of an element of N60210 staffing budget into NTH300 staffing budget	EH4	Highways & Maintenance	P	-94	0
				EH5	Network Management	P	94	0
PH & C	Sept	June	Coding corrections to the Bookfund	COD5-3	Libraries & Heritage	T	-4	4
RLG	Sept	June	Reallocate budgets to align with expenditure	PADIR	Property & Assets	P	87	-87
	Sept	July	Budget realignment following staffing restructure	LGCRDIR	Law & Governance	P	0	0
			Virement to support staff moves from CSI to HR	HRCCDIR	HR & Cultural Change	T	152	0
				PAPPDIR	Public Affairs, Policy & Partnership	T	-152	0
Grand Total							27,096	-27,096

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

	2024/25			Description
	Balance at 1 April 2024 £m	Forecast Movement £m	Forecast Balance at 31 March 2025 £m	
Revenue Grants Unapplied				
Grants and Contributions Reserve	33.7	-10.8	22.9	This reserve holds unspent ring-fenced grants and contributions committed to be spent in future years. This includes Public Health ringfenced grant and funding for the Homes for Ukraine Scheme in Oxfordshire.
Covid-19 Reserve	7.9	-3.8	4.1	This reserve is set up to meet ungoing and emerging presures and longer term service demands arising from the COVID-19 Pandemic. The use of £6.1m funding from the reserve is built into the council's Medium Term Financial Plan agreed in February 2024. After taking account of the position at the end of 2023/24 £1.4m is uncommitted and available to support pressures.
Government Initiatives Reserve	3.2	-0.5	2.7	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Subtotal Revenue Grants Unapplied	**44.7**	**-15.0**	**29.7**	
Corporate Priorities				
Budget Priorities Reserve	10.7	-9.0	1.7	This reserve is being used to support the implementation of the Council's proirities and the Medium Term Financial Strategy.
Transformation Reserve	1.8	3.2	5.0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Zero Emissions Zone (ZEZ)	1.2	0.0	1.2	This reserve holds surpluses generated by Network Coordination for the development and expansion of the ZEZ in the future years.
Commercial Pump Priming Reserve	0.0	2.0	2.0	This reserve is being used to support the Council's Commercial Strategy
Subtotal Corporate Priorities	**13.8**	**-3.9**	**9.9**	

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

	2024/25			Description
	Balance at 1 April 2024	Forecast Movement	Forecast Balance at 31 March 2025	
	£m	£m	£m	
Funding for Risk				
Insurance Reserve	10.3	0.0	10.3	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Demographic Risk Reserve	17.0	4.0	21.0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility this reserve is being held to help manage demographic risk. The MTFS includes a budgeted contribution of £4.0m in each year.
Council Elections	0.6	0.2	0.8	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Redundancy Reserve	2.4	1.3	3.7	This reserve is available to fund redundancy costs arising from Transformational Change.
Trading Accounts	0.1	-0.1	0.0	This reserve holds funds relating to traded activities to help manage volatility year to year or future investments.
Council Tax Collection Fund Reserve	3.0	-3.0	0.0	This reserve holds any surplus/ deficit as a result of income from council tax being more or less than originally estimated. This reserve has been replaced with the Collection Fund reserve in 2024/25.
Business Rates Reserve	11.7	-11.7	0.0	This reserve is to smooth the volatility of Business Rates income and to mitigate risk around future changes to Business Rates. This reserve has been replaced with the Collection Fund reserve in 2024/25.
Collection Fund Reserve	0.0	8.5	8.5	Create one new collection fund reserve and remove balances from Business Rates and CT reserves. Total inclues £4.0m planned balance + additional Business Rates funding of £2.0m received in 2023/24 and a further £2.2m forecast additional funding in 2024/25.
IFRS 9 (Changes in the Value of Treasury Management Pooled Funds)	0.0	5.0	5.0	New reserve created as part of the 2024/25 budget to smooth the potential impact of IFRS9 (changes in the value of Treasury Management Pooled Funds at year end) which may otherwise impact on the revenue account if the statutory override which removes changes in their value from the accounts ends on 1 April 2025.
Subtotal Risk	**45.0**	**4.2**	**49.2**	

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

	2024/25			Description
	Balance at 1 April 2024	Forecast Movement	Forecast Balance at 31 March 2025	
	£m	£m	£m	
Capital & Equipment				
Capital Reserves	80.8	-16.2	64.7	This reserve has been established for the purpose of financing capital expenditure in future years. Drawdown will be confirmed later in the year.
Vehicle and Equipment Reserve	4.1	-1.7	2.4	This reserve is to fund future replacements of vehicles and equipment.
Investment Pump Priming Reserve	0.1	0.0	0.1	Funding held to meet the costs of self-financing schemes which require pump priming until the funds are returned. Agreed to be used to support the following schemes as part of the 2023/24 budget: Low Carbon Business Travel Project (grey fleet) £0.8m, Energy Efficiency Recycling Fund for OCC Maintained Schools £0.8m, Initial funding to develop plans for the workplace charging levy £0.2m.
Subtotal Capital & Equipment	**85.1**	**-17.9**	**67.2**	
Other Reserves				
Schools' Reserves	13.0	0.0	13.0	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. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities.
Partnership Reserves	2.1	-0.3	1.7	This relates to funding for the Growth Deal
On Street Car Parking Reserve	6.5	-2.2	4.3	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Subtotal Other Reserves	**21.6**	**-2.5**	**19.0**	
Total Earmarked Reserves	**210.1**	**-35.1**	**175.0**	

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

	2024/25			Description
	Balance at 1 April 2024	Forecast Movement	Forecast Balance at 31 March 2025	
	£m	£m	£m	
DSG Unusable Reserve *	-45.6	-21.3	-66.9	
DSG High Needs deficit within Unusable Reserve *	**-55.8**	**-21.3**	**-77.1**	* total exluding postive balances (eg. new schools set up fund offset by High Needs Deficit)
Total Earmerked Reserves after DSG Unusable Reserve	**164.5**	**-56.4**	**108.2**	

Business Management Report
Position to the end of July 2024
Government Grants 2024/25

Ringfenced	Directorate	Issued By	Esimate 2024/25 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Adult Services					
R	Improved Better Care Fund	DHSC	10,705	0	0	10,705
R	Adult Social Care Market Sustainability and Improvement Fund	DHSC	10,026	0	0	10,026
R	Adult Social Care Discharge Fund	DHSC	1,501	1,000	0	2,501
	TOTAL ADULT SERVICES		**22,232**	**1,000**	**0**	**23,232**
	Children's Services					
	Dedicated School Grants					
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	132,163	-3,064	-657	128,442
R	Dedicated Schools Grant (DSG) - Central Block	DfE	5,153	1	0	5,154
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	73,221	1,546	-1,160	73,607
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	89,405	-965	1,046	89,486
	Subtotal DSG Grants		**299,942**	**-2,482**	**-771**	**296,689**
	School Grants					
R	Pupil Premium	DfE	8,194	0	-122	8,072
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	321	0	0	321
R	PE and Sport Grant	DfE	2,217	0	0	2,217
R	Universal Infant Free School Meals	DfE	4,047	0	0	4,047
R	Teacher's Pay Grant	DfE	0	0	0	0
R	Teacher's Pension Grant	DfE	10	0	0	10
	Subtotal School Grants		**14,789**	**0**	**-122**	**14,667**

Business Management Report
Position to the end of July 2024
Government Grants 2024/25

Ringfenced	Directorate	Issued By	Esimate 2024/25 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Other Children's Services Grants					
	Education					
R	Role of Virtual School Heads to children with a social worker	DfE	0	0	0	0
R	Role of Virtual School Heads to Previously Looked after Children	DfE	0	0	0	0
R	Pupil Premium Plus post 16 pilot	DfE	0	0	0	0
R	Supported Internships for Young People with SEND	NDTi	0	0	0	0
R	Intervention Delivering Better Value in SEND - Grant for Data Analysis	DfE	0	0	0	0
R	Multiply	DfE	0	0	0	0
R	Music Service	AC	844	0	0	844
R	Social Care					
R	Youth Justice Grant	YJB	704	0	0	704
R	Asylum (UASC and Post 18)	HO	4,636	1,335	0	5,971
R	Extended Personal Adviser Duty Grant - Care Leavers Staffing	DfE	112	0	0	112
R	Staying Put Implementation Grant - Fostering Main	DfE	288	0	0	288
R	Remand Framework	YJB	37	0	0	37
R	Reducing Parental Conflict Workforce Development Grant	DWP	0	60	0	60
R	Matching project - Adoption Grant	DfE	0	114	0	114
R	Holiday Activities and Food Programme	DfE	0	1,547	0	1,547
R	Adopton Support Fund	DfE	0	0	0	0
R	Family Group Conferences	DfE	0	178	0	178
R	Turnaround Programme	YJB	0	150	0	150
R	Child Decision Making Pilots (NRM)	HO	0	60	-12	48
R	Fostering Recruitment Support Hub Mobilisation	DfE	0	42	0	42
R	Employer Support Fund - Social Work Apprenticeships	DfE	0	0	2	2
U	Implementation of Supported Accommodation Reforms	DfE	299	0	691	990
	Subtotal Other Children's Services Grants		**6,920**	**3,486**	**681**	**11,087**
	TOTAL CHILDREN'S SERVICES		**321,651**	**1,004**	**-212**	**322,443**

Business Management Report
Position to the end of July 2024
Government Grants 2024/25

Ringfenced	Directorate	Issued By	Esimate 2024/25 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Economy & Place					
	TOTAL ECONOMY & PLACE		0	0	0	0
	Environment & Highways					
R	Bus Service Operators Grant	DfT	309	0	0	309
R	Natural England	DEFRA	227	0	0	227
R	PMO	H&GD	70	0	0	70
R	LNRS Natural Environment	NE	0	0	111	111
R	Active travel	ATE	0	0	90	90
R	Capability & Ambition Fund	ATE	0	0	1,136	1,136
	TOTAL ENVIRONMENT & HIGHWAYS		606	0	1,337	1,943
	Public Health & Communities					
R	Public Health Grant	DHSC	34,401	0	0	34,401
R	Local Stop Smoking Grant	DHSC	790	5	0	795
R	Homes for Ukraine	DLUHC	0	0	0	0
	TOTAL PUBLIC HEALTH & COMMUNITIES		35,191	5	0	35,196
	Fire & Rescue Service and Community Safety					
R	Fire Fighter's Pension Fund Grant	DLUHC	1,061	0	0	1,061
R	Fire Fighter's Pension Fund Admin Grant	DLUHC	75	0	0	75
R	Fire Protection Uplift Grant	DLUHC	303	-51	0	252
R	Fire Fighter's New Dimensons Grant	DLUHC	40	0	0	40
	TOTAL FIRE & RESCUE and COMMUNITY SAFETY		1,479	-51	0	1,428

Business Management Report
Position to the end of July 2024
Government Grants 2024/25

Ringfenced	Directorate	Issued By	Esimate 2024/25 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Resources and Law & Governance					
	TOTAL RESOURCES and LAW & GOVERNANCE		**0**	**0**	**0**	**0**
	Transformation, Digital & Customer Experience					
	TOTAL TRANSFORMATION, DIGITAL & CUSTOMER EXPERIENCE		**0**	**0**	**0**	**0**
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45		-45	0
U	Extended Rights to Free Travel	DfE	278	707		985
U	Firelink	DLUHC	213		-126	87
U	New Homes Bonus	DLUHC	1,700		-26	1,674
U	Local Reform & Community Voices Grant	DfE	328		0	328
U	Social Care in Prisons Grant	DfE	183			183
U	War Pensions Disregard Grant	DfE	4			4
U	Social Care Support Grant (including Independent Living Fund)	DLUHC	42,443			42,443
U	Services Grant	DfE	444		58	502
U	Supplementary Substance Misuse Treatment & Recovery Grant	OHID	635	501		1,136
U	Supplementary Substance Misuse Inpatient Detox & Rehabilitation	OHID	80			80
U	Supplementary Substance Misuse Treatment & Recovery Housing Grant	OHID	622			622
U	Domestic Abuse Duty Grant	DLUHC	1,151		38	1,189
U	Rough Sleeping Drugs & Alcohol Grant	DLUHC	1,140			1,140
U	Individual Placement and Support in community drug and alcohol treatment	OHID	228			228
U	Supporting Families - previously Troubled Families	DLUHC	1,048	0	245	1,293
U	Leaving Care Allowance Uplift Grant	DfE	0	0	136	136
U	Rough sleeping strategy - Care Leavers	DfE	0	0	95	95
U	Implementation of Supported Accommodation Reforms	DfE	0	0	0	0
	Subtotal Strategic Measures		**50,541**	**1,208**	**376**	**52,125**

Business Management Report
Position to the end of July 2024
Government Grants 2024/25

Ringfenced	Directorate	Issued By	Esimate 2024/25 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Business Rates					
U	Section 31 Grant for Business Rate Compensation	DLUHC	19,945		1,289	21,234
U	Business Rates S31 Grant Top-Up	DLUHC	42,128			42,128
U	Revenue Support Grant	DLUHC	1,394		141	1,535
	Subotal Business Rates		**63,467**	**0**	**1,430**	**64,897**
	Grants held on behalf of Local Enterprise Partnership					
R	Dept for Business & Trade funding	BEIS	261			261
R	DfE Skills Bootcamp funding	DLUHC	2,696			2,696
	Subtotal Grants held on behalf of Local Enterprise Partnership		**2,957**	**0**	**0**	**2,957**
	TOTAL STRATEGIC MEASURES		**116,965**	**1,208**	**1,806**	**119,979**
	Total All Grants		**497,518**	**3,166**	**1,594**	**502,278**

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

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

	Forecast 2024/25	
	£m	£m
General Balances: Outturn 2023/24	42.026	
County Fund Balance		**42.026**
Planned Contribution from Balances (February 2024)		-3.700
Planned Contribution from Balances (June 2024)		-5.800
Original forecast outturn position 2023/24		**32.526**
Additions		
		0.000
Calls on balances deducted		
		0.000
Automatic calls on/returns to balances		
		0.000
Additional Strategic Measures		
		0.000
Net General Balances		**32.526**
Calls on / returns to balances requested in this report		
		0.000
Forecast Variation at Year End		
Less forecast (overspend)/underspend (as set out in Annex 1)		0.434
Forecast Outturn position		**32.960**
Risk Assessed Level of Balances for 2024/25		**30.200**
Surplus/(deficit) balances compared to risk assessed level		2.760

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

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

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

The overall grant funding to date (based on the number of arrivals) for the HfU programme in Oxfordshire is £23.1m. The original tariff allocation was intended to cover two years, but as the war in the Ukraine continued, the Oxfordshire Migration Partnership committed more funding to the end of March 2025 - this was approved by Cabinet in March 2024.

This paper sets out the funding allocations as of July 2024 – including the proposed allocations for 2025/6 and 2026/7. Cabinet is requested to approve the allocations for 2025/26 and note the indicative allocations for 2026/7.

This funding allocation is primarily to ensure sufficient staffing remains in place to deliver against the delivery plan that drives forward the work of the partnership.

Response in Oxfordshire

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

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

Formal grant agreements for the funding were allocated to the city and district councils, which was apportioned in outline before the volume of Ukrainian guests in Oxfordshire was known – the number of guests drives the tariff funding received.

The level of the funding and the number of guests in the county, meant that the conclusion of the grant agreements was a key decision. Initial allocations were agreed by Cabinet in July 2023, with allocations to March 2025 noted in the March 2024 BMMR report to Cabinet. Further allocations will be agreed by the County Council's Executive Director for Finance and Resources, in consultation with district and city Section 151 officers.

Updated spend and allocations

Table 1 below gives a summary of the current funding position for the Homes for Ukraine budget which shows £22.3 million has been proposed for allocation to 31 March 2027 from the total budget of £23.1m, leaving £0.8m of the unallocated funding remaining.

The total funding required for the additional allocations over the next two years is £3.6m: £1.9m for 2025/6 and £1.7m for 2026/7.

To fund this, the unallocated budget of £2.8m has been boosted to £4.3m by reallocating £1.5m on Move On contingency funding to it. The proposals would leave £0.8m of unallocated funding remaining.

Table 1: Homes or Ukraine budget summary – July 2024

Total budget	**£23.1m**
Total allocated - 31 March 2025	*£20.3m*
Unallocated budget - 31 March 2025	*£2.8m*
Reallocation of Move On Contingency to unallocated budget	*£1.5m*
Total unallocated budget	*£4.3m*
Total allocated – 31 March 2027	**£22.3m** (£10.5m spent as of July 2024)
Remaining unallocated budget	**£0.8m**

Table 2 below provides further detail of allocations to date against the key programme elements – it includes the funding allocation proposed for 2025/6, and the indicative funding for 2026/7.

Table 2: Summary of allocations to date and spend (see details below)

Programme element - allocations	Allocation July 2023 £m	Allocation Jan 2024 £m	Proposed allocation – as of July 2024 £m
Guest payments, DBS etc.	0.6	0.6	0.6
Wraparound support	0.4	0.6	0.6
Community Liaison Officers	0.3	0.5	0.7

Rematching resources (lead authority: Oxford City Council)	0.2	0.4	0.5
Funding allocated to County, City and Districts	5.8	7.4	8.9
Top-up payments for hosts	1.6	1.8	1.8
Bus passes	1.0	1.0	1.0
Move-on PRS, including Housing Capacity Team (lead authority: South Oxfordshire and Vale of White Horse District Councils	6.0	6.2	4.9
Employment and Skills programme (lead authority: Oxfordshire County Council)	1.2	1.6	1.6
Football Inclusion Officer (Lead authority: Cherwell)		0.035	0.035
Community Grants (Lead authority: Cherwell)		0.050	0.050
Aspire Employment Project (Lead authority: OCC)		0.013	0.013
Impact Assessment (Lead authority: OCC)		0.020	0.020
Move On contingency (reallocated)			1.6
Total allocated funding	*16.9*	*20.2*	*22.3*
Unallocated funding	*4.1*	*2.8*	*0.8*
Total tariff funding	*21.0*	*23.0*	*23.1*

Guest Payments, DBS checks etc.
£561,576 spend July 2024 – no increase in allocation
£200 paid to Ukrainian guests when they arrive at host accommodation in Oxfordshire. This is a one-off 'welcome' payment managed by Oxfordshire County Council. The figure also includes DBS checks on hosts.

Wraparound support for Ukrainian guests
£425,495 spend July 2024 – no increase in allocation
Support provided through a contract with a community/ voluntary sector provider to provide a range of interventions, activities and events to support Ukrainians living in Oxfordshire, as well as helping new arrivals settle in and find their bearings. The support included help to access to suitable accommodation, finding employment, supporting volunteering and training opportunities and accessing vital support/ health/ welfare services. A new one-year contract started in March 2024 which focuses on signposting to existing services, as well as providing additional health and wellbeing and trauma support.

Community Liaison Officers (CLOs)
£468,165 spend July 2024 - allocation increased to £0.7m (resource extended to March 2027)

These officers are linked to city and district council areas and work closely with the wraparound support provided through the contract. The officers provide support for Ukrainian hosts and guests in their localities and provide an overview of community services and support. Increasingly, the CLO role is adapting to support wider needs of those settling in the county, such as those staying in asylum dispersal accommodation.

Rematching resources
£291,537 spend July 2024 - allocation increased to £0.6m (resource extended to March 2026)

Led by a team located in Oxford City Council, this partnership work enables a county-wide approach to prevent Ukrainian guests from becoming homeless by rematching them with hosts, when necessary. The rematching team continue to rematch, largely single person, households to reduce the need for Temporary Accommodation. The team has far greater focus on offering upstream bespoke housing advice to guests not yet in need of statutory homelessness support.

In the last year the team contacted hosts about long term hosting intentions and support needs of their guests. In the coming months the team will work with the Rehousing cell to build on this work and reach out to all hosts who are currently due to have 'Thank you' payments end next financial year.

It is anticipated that the rematching will not be needed beyond March 2026 therefor funding for this team has been allocated to March 2026 only. The situation regarding demand for this service will be closely monitored.

Funding allocated for Administration/ discretionary costs
£5,961,763 spend July 2024 – allocation increased to £0.9m resource extended to March 2027)
Funding for city, district and county councils to cover the costs of administering the Homes for Ukraine scheme. Administration costs include:

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

An initial payment of £500,000 was made to each district / city area with additional funding being paid according to costs and need from the unallocated funded, this was intended to cover the first two years of the scheme. Any funding remaining in the city and district's allocation has been carried over for them to continue to support staffing and administration costs in 2024/2025. Further allocations will support staffing across the system until March 2026, with an indicative allocation set for 2026/2027.

Top up for host payments
£1,498,850 spend by July 2024 – no increase in allocation
On-going, additional payment made to hosts as a 'top up' over and above Government agreed payments. Each sponsor (host) in Oxfordshire receives £550 per month.

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

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

Bus passes for Ukrainian guests
£769,835 spend July 2024 – no additional allocation
A 12-week free bus pass scheme was introduced for Ukrainians guests, to help them travel in Oxfordshire during their first few months in the UK. The initial scheme (introduced in June 2022) was extended by another 12 weeks, so all guests could apply for free bus passes for a period of up to 24 weeks. The free bus pass scheme has ended, with individual requests being considered on a case-by-case basis.

Move on Private Rental Sector (PRS)
£816,532 spend July 2024 – total allocation is £4.9m (no additional allocation)

The Housing Capacity Team cross-county team works to ensure the smooth transition of Ukrainian guests from their hosts into independent accommodation. Led by a team allocated in South Oxfordshire and Vale of White Horse Councils, this partnership work encompasses a range of activities covering:
- Staffing support
- Moving on private rental support
- Moving on guest support
- Moving on Homes for Multiple Occupancy (HMO) license application support.

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

In June 2024 the Migration Leads agreed to allocate the funding held as Move On contingency (£1.8 m) to the total unallocated pot of funding. This would enable staffing costs in the county, city and districts to be supported by the grant until March 2027 whilst providing a £0.8 m remaining unallocated budget. This funding will be used to for further programmes that support the integration of new arrivals in Oxfordshire.

Move on: Guest Support *(£0.5 m allocation- no additional allocation)*

In June 2024 the Migration Leads agreed that this funding should be distributed to the city and districts as per Table 3 below. It is expected that this funding will be utilised to help guests still to be housed in private rented accommodation. It will be distributed via the grant agreements in place and spend will be monitored each quarter with and any surplus clawed back.

Table 3: Distribution of Move on Guest Support funding

	No. of guests still to be housed	£500 per group
Cherwell	154	£ 77,000
Oxford City	156	£ 78,000
South Oxfordshire	214	£ 107,000
Vale of White Horse	169	£ 84,500
West Oxfordshire	148	£ 74,000
Total	**841**	**£ 420,500**

Employment and skills programme *(allocation of £1.6m to March 2026)*

Stable employment is critical for Ukrainian guests to be able to access sustainable accommodation and minimise homelessness. The programme includes employment support, training and conversion courses, courses for English Speakers of Other Languages (ESOL) and work based ESOL (WBESOL).

The spend reported in the last update to Cabinet at £464,800 was incorrect, this was the committed spend for the current financial year. The actual spend to date currently is £191,000, showing a significant underspend. Delays with the procurement of contracts have slowed delivery. Significant progress has been made in recent months in terms of the recruitment of ESOL tutors, securing employment support provision and identifying a provider to deliver the ESOL learning app. It is expected that there will be a large increase in spend to the end of the financial year, with underspend being moved into 2025/2026 delivery. There is significant demand for ESOL amongst refugees, migrants and asylum seekers. It is therefore likely that provision could be scaled up as we build up a better local evidence base to understand the demand for these services.

District and City Council grant agreements

The additional funding allocation is set out in the Table 1 above with further funding as required by each council within the overall Homes for Ukraine envelope agreed by the Director of Finance in consultation with city and district councils s151 officers.

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

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

Quarterly finance reports are presented to the Oxfordshire Migration Partnership and Oxfordshire Treasurers Association to maintain oversight of the HfU funding.

Additional funding was secured for 2024-25 via the city and district councils' wider asylum resettlement funds to finance the adaptation of HfU services to support other refugees and asylum seekers in the county, as requested by chief executives. For 2024-25, it was agreed that 20% (£13,326.67 from each district) of the staff costs for the central system support teams - the Programme Management Team based in the County Council, and the Housing Capacity Team based at South & Vale District Councils – will be financed using this resettlement funding. The future of this funding is currently being confirmed by government.

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Annex D - Climate Action Plan - July 2024

Contents

Key

Status Indicator	Status Description
▲	Misses target by significant margin
●	Misses target by narrow margin
★	Meets or exceeds target
?!	Data missing
n/a	Monitoring only

Project	PM/Measure Updater	Overall RAG	Overall Commentary	Milestones	Start Date	End Date	RAG
Expand Carbon Literacy training – targeting silver status	Kunal Prasad	Green	Initial scoping exercise being carried out focussed on expanding training offer. Further courses to be made available.	Initial scoping exercise for silver accreditation completed	01/07/2024	31/07/2024	Green
Deliver Carbon Management Plan 2022-30	Kunal Prasad	Amber	The annual review and update of the Council's Carbon Management Plan 2022-30 has been completed and will be taken to Informal Cabinet for awareness in Q3

Quarter 1 progress includes: Highways electrical assets - procurement of the new traffic signals maintenance contract commenced and is proceeding as planned. The conversion of traffic signals sites to LED is predicated on the new contract being in place.

Property - procurement of the design & build contractor has been completed. The contracts sent for approval and works are due to start ahead of schedule. Energy audits for 15 corporate sites have been completed.

Fleet - 4 out of the 10 electric minibuses have now been delivered. Two EVs have been ordered to replace existing diesel cars. 10 out of the 11 planned EV charge points have now been installed. | E&P DDR001 - Convert 7 traffic signal sites to LED | 01/04/2024 | 31/03/2025 | Green |
				E&P DDR002 - Convert bollards and signs to LED, solar power or de-illuminate	01/04/2024	31/03/2025	Green
				E&P DDR003 - Develop implementation plan for part-night dimming/ lighting	01/04/2024	31/03/2025	Green
				E&P DDR004 - Deliver funded phase 1 energy efficiency projects at 8 sites	01/04/2024	31/03/2025	Amber
				E&P DDR005 - Deliver PSDS funded phase 1 energy efficiency projects at 25 sites	01/04/2024	31/03/2025	Green
				E&P DDR006 - Analyse fuel usage data collated via the new One Fleet management system to identify vehicles suitable for replacement with EV	01/04/2024	31/03/2025	Amber
				E&P DDR007 - Replace c. 99 end-of-life/lease cars, vans and minibuses with electric vehicles	01/04/2024	31/03/2025	Amber
				E&P DDR008 - Replace 8 end-of-life/ lease cars and vans in Fire & Rescue with electric vehicles	01/04/2024	31/03/2025	Green
				E&P DDR009 - Expand EV charging infrastructure	01/04/2024	31/03/2025	Green
				E&P DDR0009 - Implement low carbon staff travel programme - attain approval of new Employee Business Travel Policy and begin implementation	01/04/2024	31/03/2025	Amber
Developing a carbon in setting strategy and action plan for net zero 2030.	Kunal Prasad	Green	Work with consultants Anthesis to develop our internal carbon in setting/ offsetting strategy is progressing as planned. Two workshops with stakeholders held. 1:1 engagement meetings with relevant Teams held between May & June. Draft offsetting/ insetting options appraisal report received from Anthesis and comments provided.	E&P DDR001 - Options appraisal work completed with the appointed consultants and insetting/ offsetting strategy developed	01/04/2024	31/08/2024	Green
Support schools through Action on Carbon and Energy in Schools programme and deliver and evaluate success of pilot loan scheme.	Kunal Prasad	Green	Action on Carbon and Energy in Schools programme was extended for a third year until March 2025. Three energy assessments have been completed to date; five are scheduled for quarter 2.; and three are due to be scheduled. 1 school has been issued a Loan Agreement for installing LED lighting; 3 are almost ready for solar PV; the other 10 schools in the pipeline are obtaining quotes.	E&P DDR001 - Complete 15 energy assessments of maintained schools	01/04/2024	31/03/2025	Green
				E&P DDR002 - Provide energy use analysis support to 5 schools	01/04/2024	31/03/2025	Green
				E&P DDR003 - Complete 12 one-to-one update recommendations reports	01/04/2024	31/03/2025	Green
				E&P DDR004 - The 13 schools in the Schools Energy Efficiency Loan pipeline to be supported to installation	01/04/2024	31/03/2025	Green
Develop process and toolkit to manage carbon in major infrastructure, highways maintenance and property programme (PAS2080)	Kunal Prasad	Green	A review (gap analysis) is continuing on how we can apply PAS 2080 - carbon management in infrastructure schemes to our infrastructure and highways projects.

An improvement plan will be developed as part of the gap analysis exercise. | E&P DDR001 PAS2080 Gap Analysis report | 01/06/2024 | 30/09/2024 | Green |
				E&P DDR002 PAS2080 Improvement Plan approved by OCC Leadership	01/06/2024	31/12/2024	Green
				E&P DDR003 Carbon assessment toolkit for decision making at early conception stage	01/06/2024	31/12/2024	Amber
				E&P DDR004 Carbon Analyser Tool project Future Highways Research Group	01/06/2024	30/08/2025	Amber
				E&P DDR005 Benchmark of OCC carbon tools/methods	01/06/2024	30/09/2024	Green
				E&P DDR006 Training of OCC key people Carbon Analyser Tool	01/08/2024	31/12/2024	
				E&P DDR007 Implementation of PAS2080 improvement plan	01/01/2025	31/12/2025	

Project	Lead	RAG	Commentary	Milestone	Start	End	Status
Delivery of retrofit innovation programmes – Intelligent Smart Energy Engine	Dale Hoyland	Green	Significant pace of work has been undertaken through June; gearing up for public launch of the Energy Saver App on 16th July (after the General Election). We aren't able to recruit app users until the app is launched, hence the first target for app users should begin from August. The team has been making good use of Great Big Green Week to undertake some initial resident testing, with early socialisation of the app ahead of launch. A database of interested residents was created, and now has over 100 signups from people wanted to hear more about the app, and to be the first to hear when it launches.	E&P DDR001 Target of 500 Energy Saver App users	01/07/2024	31/07/2024	Green
				E&P DDR002 Target of additional 1500 Energy Saver App users (2000 total)	01/08/2024	31/08/2024	
				E&P DDR003 Target of additional 1000 Energy Saver App users (3000 total)	01/09/2024	30/09/2024	
				E&P DDR004 Target of additional 1000 Energy Saver App users (4000 total)	01/10/2024	31/10/2024	
				E&P DDR005 Target of additional 1000 Energy Saver App users (5000 total)	01/11/2024	30/11/2024	
				E&P DDR006 Target of additional 500 Energy Saver App users (5500 total)	01/12/2024	31/12/2024	
				E&P DDR007 Target of additional 500 Energy Saver App users (6000 total)	01/01/2025	31/01/2025	
				E&P DDR008 Target of additional 500 Energy Saver App users (6500 total)	01/02/2025	28/02/2025	
				E&P DDR009 Target of additional 500 Energy Saver App users (7000 total)	01/03/2025	31/03/2025	
Delivery of retrofit innovation programmes – Clean Heat Streets	Dale Hoyland	Amber	Customer acquisition continues, to try to meet the thresholds required for the various stage gates of the project to be met. The team also acquired exhibition space at the Installer Show at the NEC in Birmingham to disseminate learning to-date from this project. Whilst all OCC targets (providing input, expertise and support at all project meetings and activities of Clean Heat Streets) have been met, the RAG rating is amber due to difficulties in the project as a whole being able to sign up enough residents to progress through to capital installation stage on some of the areas.	E&P DDR001 OCC representation at project meetings	01/06/2024	30/06/2024	Amber
				E&P DDR002 OCC representation at project meetings	01/07/2024	31/07/2024	
				E&P DDR003 OCC representation at project meetings	01/08/2024	31/08/2024	
				E&P DDR004 OCC representation at project meetings	01/09/2024	30/09/2024	
				E&P DDR005 OCC representation at project meetings	01/10/2024	31/10/2024	
				E&P DDR006 OCC representation at project meetings	01/11/2024	30/11/2024	
				E&P DDR007 OCC representation at project meetings	01/12/2024	31/12/2024	
				E&P DDR008 OCC representation at project meetings	01/01/2025	31/01/2025	
				E&P DDR009 OCC representation at project meetings	01/02/2025	28/02/2025	
				E&P DDR0010 OCC representation at project meetings	01/03/2025	31/03/2025	
Delivery of Home Upgrade Grant 2	Dale Hoyland	Green	18 fully completed properties were achieved for June, with running average spend per property now at £14,458. This was against a target for the month of 10. This means we now have a running total for the year of 50 properties (against a target of 40), so have met the running target total to end of July, a month early.	E&P DDR001 A further 10 properties retrofitted (total of 40 for 2024/25 FY)	01/06/2024	30/06/2024	Green
				E&P DDR002 A further 10 properties retrofitted (total of 50 for 2024/25 FY)	01/07/2024	31/07/2024	
				E&P DDR003 A further 10 properties retrofitted (total of 60 for 2024/25 FY)	01/08/2024	31/08/2024	
				E&P DDR004 A further 10 properties retrofitted (total of 70 for 2024/25 FY)	01/09/2024	30/09/2024	
				E&P DDR005 A further 10 properties retrofitted (total of 80 for 2024/25 FY)	01/10/2024	31/10/2024	
				E&P DDR006 A further 10 properties retrofitted (total of 90 for 2024/25 FY)	01/11/2024	30/11/2024	
				E&P DDR007 A further 10 properties retrofitted (total of 100 for 2024/25 FY)	01/12/2024	31/12/2024	
				E&P DDR008 A further 10 properties retrofitted (total of 110 for 2024/25 FY)	01/01/2025	31/01/2025	
				E&P DDR009 A further 10 properties retrofitted (total of 120 for 2024/25 FY)	01/02/2025	28/02/2025	
				E&P DDR0010 A further 10 properties retrofitted (total of 130 for 2024/25 FY)	01/03/2025	31/03/2025	
Development and delivery of Local Area Energy Plans for County. LAEPs to be developed over 24/25 and into 25/26.	Mark Saunders	Green	The scope for the contract to produce Local Area Energy Plans (LAEP) has been agreed by the Future Oxfordshire Partnership LAEP Executive Steering Board and work is progressing on the contract tender documentation and agreeing the project budget in line with revised timelines with the intention of going to market in August.	E&P DDR001 LAEP contract budget and specification agreed	01/07/2024	31/08/2024	Green
				E&P DDR002 LAEP contract award	01/10/2024	31/10/2024	
				E&P DDR003 LAEP contract mobilisation	01/11/2024	30/11/2024	
				E&P DDR004 Phase 1 LAEP Modelling complete	01/04/2025	30/06/2025	
				E&P DDR005 Phase 2 LAEP Production complete	01/08/2025	31/09/2025	
				E&P DDR006 Phase 3 LAEP Function Business case	01/03/2026	31/03/2026	
				E&P DDR007 Phase 3 LAEP Function complete	01/11/2026	30/11/2026	
				E&P DDR008 Project Review and Lessons Learned	01/11/2026	31/12/2026	
Development of green finance workstreams	Sarah Gilbert	Green	A later stage of delivery of the Alternative Energy Markets programme (funded by DESNZ) will test a retrofit-as-a-service mechanism, delivering measures without any upfront cost, but based instead on a monthly subscription model. Successful 100 Together panel discussion held at UKREiiF. OXLEP will be developing a Green Investment Prospectus.	E&P DDR001 Host 100 together engagement events- REiiF panel discussion, farm clusters tour and networking drinks	01/05/2024	30/09/2024	Green
				E&P DDR002 Green Prospectus complete - digital platform showcasing investment ready green investment opportunities	01/03/2025	31/03/2025	
				E&P DDR003 100 Together conference 2025 – bringing together 100 together community and launch of green prospectus	01/04/2025	30/06/2025	

Objective	Owner	RAG	Commentary	Milestone	Start	End	
Develop an adaptation strategy which incorporates the role of people, nature and technology in adapting and building resilience	Ariane Crampton	Green	The council has appointed Sustainability West Midlands to support the development of a climate adaptation route map for the county and OCC adaptation delivery plan. The county-wide route map work is jointly funded by FOP and OCC. The key evidence base documents on climate risks and impacts for Oxfordshire have now been published on https://insight.oxfordshire.gov.uk/cms/environment. A workshop in June to build knowledge had 57 stakeholders in attendance. A further 40 signed up to the Climate adaptation route map workshop scheduled for July. This will be followed up with around 20 1-2-1 stakeholders to ensure the final deliverable has been co-developed with stakeholders, following a strong partnership approach.	E&P DDR001 Initial route map workshop held with stakeholders	01/07/2024	31/07/2024	
				E&P DDR002 Draft adaptation route map available	01/09/2024	30/09/2024	
				E&P DDR003 Draft OCC adaptation delivery plan available	01/09/2024	30/09/2024	
				E&P DDR004 Publication of adaptation evidence base on Oxon Insights	01/06/2024	30/06/2024	
				E&P DDR005 Adoption of route map by FOP and publication	01/12/2024	31/01/2024	
				E&P DDR006 Adoption of adaptation delivery plan by OCC	01/12/2024	31/01/2024	
				E&P DDR001 Desk research completed	01/05/2024	31/05/2024	
				E&P DDR002 Participatory phase complete - Survey and meetings	01/09/2024	31/10/2024	
				E&P DDR003 Draft route map discussed at DLT	01/11/2024	30/11/2024	

Action	Owner	RAG	Commentary	Milestone	Start	End	Status
Develop new climate engagement route map	Ariane Crampton	Green	The methodology for developing the Climate Engagement route map was approved in April 2024 and includes three stages; 1) desk research and document review; 2) participatory process and 3) drafting and adoption. The stage 1 desk research and document review has been completed. This involved a review of existing residents survey results, existing climate policies and route maps. 24 structured conversations were held with OCC staff from across different service areas to map existing work on climate, existing engagement and volunteer coordination as well as existing networks and newsletters. 10 further structured conversations held with external strategic partners including the district councils, GAC, OALC, among other networks and institutions. This helped to form the stage 2 participatory process that has already started earlier than scheduled.	E&P DDR004 Route map adopted and published	01/01/2025	28/02/2025	
Support the expansion of the Zero Carbon Oxfordshire Partnership	Ariane Crampton	Green	A paper setting out a proposal for an expanded county-wide partnership has been co-produced by OCC and the City Council for discussion at the county Chief Execs meeting on 8 July 2024. This proposal has buy-in from the ZCOP steering group and the district council sustainability leads.	E&P DDR001 ZCOP expansion proposal agreed by county chief execs	01/06/2024	31/07/2024	Green
				E&P DDR002 Launch of expanded ZCOP	02/02/2024	31/03/2025	
				E&P DDR003 Programme update to July Environment Advisory Group	01/07/2024	31/07/2024	
				E&P DDR004 Programme update to Sept Environment Advisory Group	01/09/2024	30/09/2024	
				E&P DDR005 Programme update to November Environment Advisory Group x	01/11/2024	30/11/2024	
				E&P DDR006 Programme update to January Environment Advisory Group	01/01/2025	31/01/2025	
				E&P DDR007 Programme update to March Environment Advisory Group	01/03/2025	31/03/2025	
Scope 3 Supply Chain Engagement & Expanding Emissions Reporting in annual Greenhouse Gas Report (GHG)	Franco Gonzalez Max Button	Green	In the last months we have focused in developing the broader strategy for engagement with the Supply Chain in relation to OCC's Supply Chain emissions policy and emerging sustainability policies (Biodiversity and Circular Economy). We have conducted two workshops with Procurement category managers to understand the relative leverage of OCC in different purchasing categories. In combination with rerunning the expenditure-based carbon assessment of OCC supply chain, the findings from the workshops will allow us to tailor a strategic approach to focus on those high emission suppliers where OCC has more leverage.	E&P DDR001 Q2 2024/25 - Inclusion of emissions from 4 top emitter suppliers in 23/24 GHG report.	01/06/2024	31/08/2024	Green
				E&P DDR002 Q2 2024/25 - Rerun expenditure-based carbon analysis of Supply Chain Emissions with 2023/24 data.	01/04/2024	31/08/2024	Green
				E&P DDR003 Q4 2024/25 - Develop and deliver a wider supply chain engagement strategy beyond top 15 suppliers.	01/08/2024	31/12/2024	
				E&P DDR004 Implementation of wider supply chain engagement strategy	01/04/2024	30/01/2026	Green
				E&P DDR005 Expanding Supply Chain Emissions Reporting	01/09/2025	30/09/2025	
Delivery of Oxfordshire Electric Vehicle Infrastructure Strategy through the OxLEVI programme	Paul Gambrell	Amber	Work on the open tender continues and timing remains as previously stated: • Tender issued – September 2025 • Contract Award – January 2025 • Contract Start – February 2025 All of the above is still dependent upon a timely sign off of our invitation to tender (ITT) by the Office for Zero Emission Vehicles (OZEV) once drafted. Key Progress made: • Response provided to OZEV's providing required information as part of their Post Approval Action Plan (PAPP) and was submitted on time. • Several sessions have taken place involving several parties to establish detailed requirements for tender.	E&P DDR003 Tender Issued	01/09/2024	30/09/2024	
				E&P DDR004 Contract Award	01/01/2025	31/01/2025	
				E&P DDR005 Contract Start	01/02/2025	28/02/2025	
				E&P DDR006 Car Park charger deployment start	01/09/2025	30/09/2025	
				E&P DDR007 On-street charger deployment start	01/12/2025	31/12/2025	
Circular Economy Strategy	Rachel Burns	Amber	Work on the internal action plan is continuing. A paper was taken to FOP EOG regarding the countywide CE strategy and discussed by participants, agreed to go back to FOP in Q3	E&P DDR001 agree action plan with relevant teams	01/10/2024	31/10/2024	Amber
				E&P DDR002 Take CE strategy though Forward plan process	01/11/2024	28/02/2025	
				E&P DDR003 Agreed at Cabinet	01/11/2024	28/02/2025	
		Green		E&P DDR04 Consultation on draft LNRS goes live	01/04/2024	31/10/2024	Green

Project	Owner	RAG	Commentary	Milestone	Start	End	Status
Develop Nature Recovery Strategy for Oxfordshire, integrating with adaptation strategy	Beccy Micklem	Green	The first two phases of engagement on the LNRS are complete, and work on developing the draft consultation documents (A Description of the Strategy Area, List of Priorities, Local Habitat Map and Species priorities list) is on track. Liaison with supporting authorities is underway to ensure draft documents are available for them to review and informal cabinet is booked to achieve approval of the draft LNRS for consultation in mid-October.	E&P DDR05 Adoption of Oxfordshire LNRS	01/04/2024	31/07/2025	Green
Biodiversity Policy Development	Beccy Micklem	Green	Initial work on development of a Biodiversity Action Framework and Biodiversity Action Plan was paused at the beginning of 24/25 due to limited resourcing within the Landscape and Nature Recovery Team. Recruitment is underway for a Senior Biodiversity Officer which should mean that work can progress on the draft Framework and Action Plan in the Autumn. This first milestone is rated as Amber currently as capacity to progress work is dependent on successful recruitment.	E&P DDR01 Draft Biodiversity Action Framework and Biodiversity Action Plan 2025 prepared.	01/04/2024	31/12/2024	Amber
				E&P DDR02 Biodiversity Action Framework approved	01/04/2024	31/07/2025	Green
				E&P DDR03 Biodiversity Action Plan 2025 approved	01/04/2024	31/03/2025	Green
				E&P DDR04 Draft Biodiversity Report complete	01/04/2024	31/12/2024	Green
				E&P DDR05 Draft Biodiversity Report published	01/04/2024	31/03/2025	Green
Climate Adaption (Tree Planting) Strategy	Andy Lederer	Green	Currently under budget as the Tree Supplier Framework has not been procured yet. The contract is being finalised by Legal and the tender is planned to be live by the end of July 2024. The contract is the route to market for purchasing trees. Purchase of trees equates to the majority of spend for this financial year. Aftercare and Establishment programme is underway, and all trees planted in 22-23 & 23-24 (880 trees) are being watered every 2-3 weeks by our Tree Aftercare & Planting Service (in-house delivery team). Tree Supplier Framework to be live. Planting sites to be identified through strategic planning by no later than 31/8/2024. Locations decided and allocated based on priorities defined as: 1. Need - Strategic planning using 70% of resource available (Trees, Resources, Effort, Engagement (TREE)) using Weighted system based primarily on data for Canopy Cover & LSOA IMD data; 2. Want - Project Submissions from individuals, groups, other LAs, etc. using 20% of resource available (TREE); 3. Requirement - Ensuring replacement trees are planted to comply with Tree Policy 3 using 10% of resource available (TREE).	E&P DDR0012 Produce Tree Plotter Canopy App	01/05/2024	31/10/2024	Amber
				E&P DDR0013 Visit all 22-23 trees to check condition / stakes & re-mulch	01/05/2024	31/05/2024	Green
				E&P DDR0014 Deliver watering & aftercare programme to 22-23 & 23-24 trees	01/06/2024	30/09/2024	Green
				E&P DDR0015 Identify priority locations for tree planting in 24-25 (~1000) & 25-26 (~1500)	01/07/2024	31/08/2024	
				E&P DDR0016 Tender Tree Supplier Framework (TSF) contract	01/07/2024	31/07/2024	
				E&P DDR0017 Evaluate responses to TSF	01/09/2024	30/09/2024	
				E&P DDR0018 Confirm Community Orchard locations funded by CLHF	01/09/2024	30/09/2024	
				E&P DDR0019 Share proposed planting locations with Community Groups & CAG Network	01/09/2024	30/09/2024	
				E&P DDR0020 Share proposed planting locations with Parish / Town Councils	01/09/2024	30/09/2024	
				E&P DDR0021 Share proposed planting locations with OCC Councillors	01/09/2024	30/09/2024	
				E&P DDR0022 Award TSF to suppliers	01/10/2024	31/10/2024	
				E&P DDR0023 Evaluate responses to DDR0019 -21 and amend plans, if necessary	01/10/2024	31/10/2024	
				E&P DDR0024 Order trees for 24-25 through TSF	01/10/2024	31/10/2024	
				E&P DDR0025 Plan logistic dates for tree deliveries to align with planting sites	01/10/2024	30/11/2024	
				E&P DDR0026 Street / non-Orchard tree planting	01/12/2024	31/03/2025	
				E&P DDR0027 Order trees for 25-26 through TSF	01/12/2024	31/12/2024	
				E&P DDR0028 Capture feedback throughout planting to guide improvements	01/06/2024	31/03/2025	Amber
				E&P DDR0029 Community Orchard Planting events / delivery	01/02/2025	31/03/2025	
				E&P DDR0030 Collate photos of new Orchards ready for CHLF audit	01/03/2025	31/03/2025	
				E&P DDR0031 Produce report showcasing planting feedback	01/04/2025	30/04/2025	

Annex E - Equality, Diversity and Inclusion - June 2024

Contents

Key

Status Indicator	Status Description
▲	
🟠	
⭐	
?!	Data missing
n/a	Monitoring only

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Employer of Choice

Status of Indicators	30/06/2024
EDI01 - Employer of Choice	🟠

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
02. Ensure our workforce is representative of the population and attract diverse candidates	02. Review the diversity of our workforce and engage with corporate activity to ensure that our workforce is representative of the Oxfordshire population and take more direct action to attract a diverse range of potential candidates	Adult Social Care	Karen Fuller		Delivering to plan	Delivering to plan	⭐	Our refreshed attraction strategy is making an impact on the volume of interest in recruitments and these are converting to more applications. We will monitor the improvement to diversity in the workforce which results from this.	Delivering to plan	Delivering to plan	⭐
03. Promote programs that promote diversity in leadership in social care	Promote programs such as Skills for Care's Moving Up that promote diversity in leadership in social care	Adult Social Care	Karen Fuller		Delivering to plan	Delivering to plan	⭐	ASC Operations and HESC are taking up 4 places on the current Moving Up program.	Delivering to plan	Delivering to plan	⭐
04. Continue to recruit from diverse ethnic backgrounds including foster carers and volunteers	We aim to recruit a diverse workforce. This will also apply to foster carers and volunteers. We will continue to target recruitment on employees from diverse ethnic backgrounds (currently 10.8 of staff across CEF).	Children's Services	Lisa Lyons				?				?
11. DTFT Champions & Team Leaders to promote e-learning re: awareness of EDI	11. DTFT Champions & Team Leaders to promote e-learning re: awareness of EDI	Transformation Digital and Customer Experience	Clare Martin		Delivering to plan	Delivering to plan	⭐	All Customer Service Centre staff have completed relevant e-learning modules and we continue to embed this in our internal induction training. We strive to ensure that the e-learning is not just a tick box, but is lived as part of the overall service centre culture.	Delivering to plan	Delivering to plan	⭐
12. More DTFT champions engagement in relevant awareness events highlighting in huddles and VMBs	12. More DTFT champions engagement in relevant awareness events (e.g. south Asian week, EID etc.) highlighting in huddles and VMBs	Transformation Digital and Customer Experience	Clare Martin		Delivering to plan	Delivering to plan	⭐	This is now embedded in business as usual via the staff focus group and team meetings from a communications and awareness point of view. DTFT champions continue to engage with corporate wide EDI initiatives.	Delivering to plan	Delivering to plan	⭐

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
13. Advertise vacancies to wide diverse audiences to attract diverse applicants	13. Advertise vacancies to wide diverse audiences to attract diverse applicants	Resources	Cherie Cuthbertson		Delivering to plan	Delivering to plan	⭐	A recruitment EDI audit has been completed and an action plan is being formed to continue to build on existing attraction methods.	Delivering to plan	Delivering to plan	⭐
14. Ensure diversity in our apprenticeship cohorts	14. Ensure diversity in our apprenticeship cohorts	Resources	Cherie Cuthbertson		Delivering to plan	Delivering to plan	⭐	Actively working to increase accessibility to open up apprenticeship opportunities for all employees.	Delivering to plan	Delivering to plan	⭐
15. Deliver EDI training and learning across the council	15. Deliver EDI training and learning across the council	Resources	Cherie Cuthbertson		Delivering to plan	Delivering to plan	⭐	We have a number of EDI e-learning opportunities and links to Inclusive Employers' training. We will be reviewing their effectiveness.	Delivering to plan	Delivering to plan	⭐
16. Ensure recruitment advertising processes is extended to include BAME & LGBQT	16. Ensure recruitment advertising processes is extended to include BAME & LGBQT	Environment and Highways	Paul Fermer		Delivering to plan	Delivering to plan	⭐	As with Point 49 the EDI recruitment audit is forming an action plan to attract diverse candidates.	Delivering to plan	Delivering to plan	⭐
19. Ensure we have representative workforce and opportunities reach all potential candidates	Review the diversity of our workforce and engage with corporate activity to ensure that our workforce is representative of the Oxfordshire population and that our employment opportunities within the sector are reaching all potential candidates.?	Law and Governance	Anita Bradley				?				?
25. Creation of improvement actions for EDI following the findings from our reviews and inspections	Creation of improvement actions following the findings from our independent cultural review in March 2024 and the HMI inspection in early 2024 we will be considering any findings or recommendations relating to inclusion, equality and diversity to ensure improvement in this area.	Community Safety	Jo Bowcock		Slightly behind schedule	Delivering to plan	🟠	Our HMI report was delayed due to the General Election and is expected in mid-July. Following the presentation of our independent cultural review to staff in March 2024, we engaged with staff in June through an in-person roadshow visiting sites across the County and virtually to outline initial work including the creation of a staff sounding board and how our plan will be formulated and shared for transparency.	Slightly behind schedule	Delivering to plan	🟠

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
26. Creation of a reach and attraction framework for whole time Firefighter recruitment	Creation of a reach and attraction framework for Whole time Firefighter recruitment to ensure that we are able to reach potential candidates that represent our communities. Review of whole time Firefighter recruitment assessments and undertaking EIA's for each assessment.	Community Safety	Jo Bowcock		Delivering to plan	Delivering to plan	⭐	A draft framework has started and a first draft to be ready by end of July. This will then be shared with our Community Safety management team, staff sounding board and Inclusion group for feedback. We have liaised with our new OCC Talent Acquisition specialist and the OCC apprenticeship team for input and assistance.	Delivering to plan	Delivering to plan	⭐

Partner of Choice

Status of Indicators	30/06/2024
EDI02 - Partner of choice	⭐

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
01. Include social value requirements when tendering contracts	01. Include social value requirements when tendering contracts such as creating apprenticeship opportunities to maximise benefit for local community?	Adult Social Care	Pippa Corner		Delivering to plan	Delivering to plan	⭐	At the point when tender processes are being initiated social value we already include the potential to use social value as a weighting for the scoring mechanism. We will review the range of opportunities which would add value to future procurements.	Delivering to plan	Delivering to plan	⭐
05. Work with our partners to increase the number of SNAs	5. We will work with our partners to increase the number of Strengths &Needs Assessments (SNAs) particularly in areas of relative deprivation.	Children's Services	Lisa Lyons				?				?
07. Build partnership links and contacts for the single database, to share assets and information	Build partnership links and contacts for the single database, to share assets and information	Public Affairs, Policy and Partnerships	Susannah Wintersgill		Delivering to plan	Delivering to plan	⭐	We now have 644 community and local government organisations on our central stakeholder database.	Delivering to plan	Delivering to plan	⭐
20. Engage with The Network and learn from best practice across UK and further afield	Engage with The Network and learn from best practice across UK and further afield.	Law and Governance	Anita Bradley				?				?

Place shaper of Choice

Status of Indicators	30/06/2024
EDI03 - Place shaper of choice	⭐

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
06. Support the council's commitment to addressing inequality with hard-to-reach communities	Help support the council's commitment to addressing inequality through greater engagement with hard to reach communities and those who are excluded from the main council communications channels (evidencing inclusion in engagement and consultation practice).	Public Affairs, Policy and Partnerships	Susannah Wintersgill		Delivering to plan	Delivering to plan	⭐	Our specific focus this year is on children and young people and we have delivered the following engagement opportunities with children and young people: 1. Your voice, your care survey (Coram Voice) (March - June 2024) Paper and online survey and in person 'trusted adult' support Survey open to all the children we care for, to better understand their experiences and specifically ask them about their 'subjective well-being', how they feel about their lives at both the individual and interpersonal level. This was a commissioned survey package, delivered by the council. 2. Travel and transport behaviour insights (May – June 2024) 5 x focus groups with children and young people Targeted focus groups as part of a wider study exploring travel and transport behaviours, amongst audiences across the county. 3. Future generations in policy making (May 2024) Engagement opportunity Support for young people to participate in a future generations in policy making event at the Blavatnik School of Government. We have also undertaken the following engagement activities with hard to reach and underrepresented groups: 1. Customer experience strategy (March – June 2024) 5 x interview sessions Targeted interview sessions held to gather the views of underheard groups on customer service experiences. Sessions were designed to reach:	Delivering to plan	Delivering to plan	⭐

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Measure	Measure description	Directorate									
							- older people - people living in areas of deprivation - people from a range of ethnic backgrounds - parents of young children - people with disabilities (including physical, sensory and learning disabilities). 2. Travel and transport behaviour insights (May – June 2024) 1 x online focus group with people with learning disabilities Targeted focus group as part of a wider study exploring travel and transport behaviours, amongst audiences across the county. 3. Including everyone, equalities, diversity and inclusion framework (May – June 2024) 9 x workshops Targeted workshops held to understand experiences and priorities for inclusion in Oxfordshire. Underheard groups engaged with were: - LGBTQ+ people - Faith and cultural heritage group leaders - Women - Refugees and asylum seekers - Older people - Children and young people - People with disabilities - People with learning disabilities and autism - Jewish people (as a separate session due to the engagement period clashing with Pesach)			
08. Using Oxfordshire conversation events for residents to ask questions of cabinet	08. Using Oxfordshire conversation events that will offer opportunities for residents to hear from and ask questions of members of the cabinet, including outreach activities to ensure the inclusion of seldom heard groups and those who are digitally excluded.	Public Affairs, Policy and Partnerships	Susannah Wintersgill		Delivering to plan	Delivering to plan	⭐	We have run two sets of Oxfordshire Conversations (March and July – four online events) bringing together parents and carers of children and young people with SEND across Oxfordshire and representatives from the SEND local area partnership, including the county council, NHS Buckinghamshire, Oxfordshire, and Berkshire West Integrated Care Board and the Oxfordshire Parent Carers Forum.	Delivering to plan	Delivering to plan	⭐

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
09. Support services to complete EIAs alongside budget and business planning	09. Support services to complete EIAs alongside budget and business planning		Susannah Wintersgill		Delivering to plan	Delivering to plan	⭐	The service is poised to develop several EIA champions across service areas, to act as single points of contact on best practice on completing EIAs within the spaces they reside. A development program has been drafted, and candidates for the program have been flagged. A preliminary lunch and learn has also been delivered to E&P, with the goal of sense checking the offer, and its utility. This was positively received. The Policy Team continues to offer guidance and steer for any EIA which is presented to us, and the SOP – Equalities has been present at BBPM. This is now being replaced with service planning workshops which the SOP - Equalities will also be attending to discuss the EIA process form program and service planning outset.	Delivering to plan	Delivering to plan	⭐
17. Policy team create accessible documentation	17. The policy team carry out consultation on key stages of the plan and consultees can respond electronically or on hard copy. The documents we produce are checked for accessibility. We also carry out face to face meetings with organisations and residents for the areas in which preferred sites are proposed to be located. We also try to involve hard to engage groups.	Environment and Highways	Paul Fermer		Delivering to plan	Delivering to plan	⭐	Due to recent restructuring in Environment and Highways directorate impacting on ownership of EDI actions, this action is a work in progress. A more detailed update will be provided for Q2.	Delivering to plan	Delivering to plan	⭐

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
21. Ensure the design of school buildings consider accessibility so that buildings are inclusive	Ensure the design of school buildings consider accessibility; medical and therapy support; sensory needs; flexibility and adaptability; health and well-being and safety and security so that buildings are inclusive and pupils are not disadvantaged by facilities or services.	Resources	Vic Kurzeja		Delivering to plan	Delivering to plan	⭐	We can confirm that all of the areas listed below in terms of accessibility; medical and therapy support; sensory needs; flexibility and adaptability; health and well-being and safety and security, are covered in significant detail within the School ESFA Framework Briefing documents. These include the Generic Design Brief and its Annexes, along with the School Specific Brief that concentrates on the individual scheme requirements. Several Client Engagement Meetings (CEM's) are held as part of the design development with the appointed contractor and their design team in which all of these elements are discussed and reviewed in significant detail with the Strategic Liaison Manager, appointed Technical Advisor, and Academy Trust, to ensure that each school building undertaken is inclusive and that no pupils are in any way disadvantaged by the facilities or services on offer.	Delivering to plan	Delivering to plan	⭐
22. Completion of annual domestic abuse needs assessment	Completion of annual domestic abuse needs assessment	Public Health and Community Safety	Kate Holburn		Delivering to plan	Delivering to plan	⭐	Annual needs assessment was completed and submitted to DLUHC for annual monitoring (June 24). Additionally, the domestic abuse strategic board monitor a surveillance report quarterly to identify areas of changing need.	Delivering to plan	Delivering to plan	⭐
23. Deliver phase 3 grants for community profiles	Deliver phase 3 grants for community profiles		David Munday		Delivering to plan	Delivering to plan	⭐	Grant schemes have been established in both of the profiled areas from Phase 3 (Littlemore and Oxford City Centre area) and grant disbursements are progressing.	Delivering to plan	Delivering to plan	⭐
24. BHBH services offer support to residents living in poor quality housing in all areas	Better Housing, Better Health services offer support to residents living in poor quality housing in urban and rural areas	Public Health and Community Safety	Rosie Rowe		Delivering to plan	Delivering to plan	⭐	Better Housing Better Health services have been recommissioned with the National Energy Foundation contracted to provide energy advice and wider support related to cold and damp or over heating through telephone advice and home visits for people living in fuel poor homes.	Delivering to plan	Delivering to plan	⭐
27. Continue to develop innovations and technologies with inclusion at the heart of our work	We will continue to develop innovations and technologies with inclusion at the heart of our work, to benefit all residents of Oxfordshire.	IT Operations	Laura Peacock				?				?

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Division(s): N/A

CABINET – 17 SEPTEMBER 2024

TREASURY MANAGEMENT QUARTER 1 PERFORMANCE REPORT 2024/25

Report by the Executive Director of Resources & Section 151 Officer

RECOMMENDATION

1. **Cabinet is RECOMMENDED to note the council's treasury management activity at the end of the first quarter of 2024/25.**

Executive Summary

2. Treasury management is defined as: "The management of the organisation's borrowing, investments and cash flows, including its banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks."

3. The Chartered Institute of Public Finance and Accountancy's (CIPFA's) 'Code of Practice on Treasury Management 2021' requires that committee to which some treasury management responsibilities are delegated, will receive regular monitoring reports on treasury management activities and risks. This report is the third for the 2024/25 financial year and sets out the position at 30 June 2024.

4. Throughout this report, the performance for the first quarters of the year to June 2024 is measured against the budget agreed by Council in February 2024.

5. As at 30 June 2024, the council's outstanding debt totalled £284m and the average rate of interest paid on long-term debt during the year was 4.39%. No external borrowing was arranged or repaid during the quarter. The council's forecast debt financing position for 2024/25 is shown in Annex 1.

6. The Treasury Management Strategy for 2024/25 agreed in February 2024 assumed an average base rate of 4.75%.

7. The average daily balance of temporary surplus cash invested in-house was expected to be £462m in 2024/25, with an average in-house return of 4.25%.

8. During the three months to 30 June 2024 the council achieved an average in-house return of 5.01% on average cash balances of £466.871m, producing gross interest receivable of £5.829m. In relation to external funds, the return for the three months was £0.527m, bringing total investment income to £6.356m. This compares to budgeted investment income of £4.437m, giving a net overachievement of £1.919m.

9. At 30 June 2024, the council's investment portfolio totalled £553.992m. This comprised £414.000m of fixed term deposits, £42.551m at short term notice in money market funds

and £97.442m in pooled funds with a variable net asset value. Annex 4 provides an analysis of the investment portfolio at 30 June 2024.

Treasury Management Activity

Debt Financing & Maturing Debt

10. The strategy for long term borrowing agreed in February 2024 included the option to fund new or replacement borrowing up to the value of £232m through internal borrowing. The aim was to reduce the council's exposure to credit risk and reduce the long-term cost of carry (difference between borrowing costs and investment returns).

11. The council is able to borrow from the Public Works Loan Board (PWLB) or through the money markets. Persistently high inflation has led to bond yields, and therefore PWLB rates, remaining high. The expectation is that as inflation falls, PWLB rates should reduce over the medium term. Given the forecast for borrowing rates, the strategy for 2024/25 assumes no new external borrowing during the year, with any increase in the capital financing requirement met through internal borrowing.

12. As at 30 June 2024, the authority had 43 PWLB loans totalling £244.383m, 7 LOBO loans totalling £35m and one £5m money market loan. The average rate of interest paid on PWLB debt was 4.52% and the average cost of LOBO debt in 2024/25 was 3.91%. The cost of debt on the money market loan was 3.95%. The combined weighted average for interest paid on long-term debt was 4.39%. The council's debt portfolio as at 30 June 2024 is shown in Annex 1.

13. No external debt was repaid in the first quarter of the year, neither was any new debt arranged. The forecast outturn for interest payable on external debt in 2024/25 is £12.31m. This is below the original forecast of £12.44m as a result of the early repayment of £5m of LOBO loans early in the second quarter. The details of expected debt repayments for the year are set out in Annex 2.

Investment Strategy

14. The council holds deposits and invested funds representing income received in advance of expenditure plus balances and reserves. The guidance on Local Government Investments in England gives priority to security and liquidity and the council's aim is to achieve a yield commensurate with these principles. The council continued to adopt a cautious approach to lending to financial institutions and continuously monitored credit quality information relating to counterparties.

15. During the first quarter of the financial year term fixed deposits have been placed with other Local Authorities as per the approved lending list, whilst Money Market Funds have been utilised for short-term liquidity. Inter local authority lending remains an attractive market to deposit funds with from a security view point.

16. The Treasury Management Strategy Statement and Annual Investment Strategy for 2024/25 included the use of external fund managers and pooled funds to diversify the investment portfolio through the use of different investment instruments, investment in different markets, and exposure to a range of counterparties. It is expected that these funds should outperform

the council's in-house investment performance over a rolling three-year period. The strategy permitted up to 50% of the total portfolio to be invested with external fund managers and pooled funds (excluding Money Market Funds). The performance of the pooled funds will continue to be monitored by the Treasury Management Strategy Team (TMST) throughout the year against respective benchmarks and the in-house portfolio.

17. At the start of the year the UK Bank Rate was 5.25% which was in line with the forecast. The forecast remains the same that official rates will fall to 4% by the end of the financial year, and continuing to drop to 3.00% by the Autumn 2026.

The Council's Lending List

18. In-house cash balances are deposited with institutions that meet the council's approved credit rating criteria. The approved lending list, which sets out those institutions, is updated to reflect changes in bank and building society credit ratings. Changes are reported to Cabinet as part of the Business Management & Monitoring Report. The approved lending list may also be further restricted by officers, in response to changing conditions and perceived risk. There were no changes to the lending list during the first quarter of 2024/25.

Investment Performance

19. Temporary surplus cash balances include: developer contributions; council reserves and balances; and various other funds to which the council pays interest at each financial year end. The budgeted annual return on these in-house balances for 2024/25 was 4.25% and assumed an average annual in-house cash balance of £361.622m.

20. The actual average daily balance of temporary surplus cash invested in-house was £466.871m for the first quarter of 2024/25 and the average in-house return was 5.01%, producing gross interest receivable of £5.929m. Gross distributions from pooled funds totalling £0.527m were also realised in the three quarters, bringing total investment income to £6.356m. This compares to budgeted investment income of £4.437m, giving a net overachievement of £1.919m. This reflects a combination of higher than forecast average cash balances, and higher than forecast return on investment.

21. Cash balances for the year are forecast to be lower than they otherwise would be as a result of negative Dedicated Schools Grant (DSG) balances relating to High Needs. The negative DSG balance by the end of 2024/25 is forecast to be £83.50m. This would have an estimated opportunity cost of £3.47m in unearned interest during 2024/25. This takes cumulative opportunity cost since 2021 to £6.59m.

22. The council operates a number of instant access call accounts and money market funds to deposit short-term cash surpluses. During the first quarter of 2024/25 the average balance held on instant access was £68.905m, at an average rate of 5.19%.

23. At 30 June 2024 the total value of pooled fund investments was £97.442m. This has decreased slightly from the last reported value of £97.805m at 31 March 2024. The original purchase price of the funds was £101.005m, and therefore the value as at 30 June 2024 was £3.563m below purchase value. The council currently holds £5m in an IFRS9 reserve help smooth out any difference between value and purchase price in case the IFRS9 statutory override is not extended.

24. At 30 June 2024, the council's investment portfolio totalled £553.992m. This comprised £414.000m of fixed term deposits, £42.551m at short term notice in money market funds and £97.442m in pooled funds with a variable net asset value. Annex 4 provides an analysis of the investment portfolio at 30 June 2024.

25. The council's Treasury Management Strategy Team regularly monitors the risk profile of the council's investment portfolio. An analysis of the credit and maturity position of the portfolio at 30 June 2024 is included at Annex 4.

Prudential Indicators for Treasury Management

26. During the first three quarters of the year, the council operated within the treasury limits and Prudential Indicators set out in the council's Treasury Management Strategy for 2024/25. The position for the Prudential Indicators as at 30 June 2024 is shown in Annex 3.

Financial Implications

27. This report is mostly concerned with finance and the implications are set out in the main body of the report. The anticipated use of additional interest to support revenue budget pressures in 2024/25 is set out in the Business Management & Monitoring Report being brought to this meeting of Cabinet.

Comments checked by:

Kathy Wilcox, Head of Corporate Finance, kathy.wilcox@oxfordshire.gov.uk

Legal Implications

28. The report meets the requirements of both the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes through Regulations issued under the Local Government Act 2003. There are no other legal implications.

Comments checked by:

Paul Grand, Head of Legal and Deputy Monitoring Officer, paul.grant@oxfordshire.gov.uk

Sustainability Implications

29. This report is not expected to have any negative impact with regards to the Council's zero carbon emissions commitment by 2030.

Contact officer: Tim Chapple – Treasury Manager
Contact number: 07917 262935
August 2024

OXFORDSHIRE COUNTY COUNCIL DEBT FINANCING 2024/25

Debt Profile		£m
1. PWLB	54%	244.38
2. Other Long Term Loans	9%	40.00
3. Sub-total External Debt		284.38
4. Internal Balances	37%	166.54
5. Actual Debt at 31 March 2024	**100%**	**450.92**
6. Prudential Borrowing		73.35
7. Borrowing in Advance		0.00
8. Minimum Revenue Provision		-11.84
9. Forecast Debt at 31 March 2025		**464.23**

Maturing Debt		
10. PWLB loans maturing during the year		-3.00
11. PWLB/LOBO Loans repaid prematurely		10.00
12. Total Maturing Debt		**-22.00**

New External Borrowing		
13. PWLB Normal		0.00
14. PWLB loans raised in the course of debt restructuring		0.00
15. Money Market LOBO loans		0.00
16. Total New External Borrowing		**0.00**

Debt Profile Year End		
17. PWLB	47%	241.38
18. Money Market loans (incl £35m LOBOs)	8%	35.00
19. Forecast Sub-total External Debt		276.38
20. Forecast Internal Balances	46%	237.33
21. Forecast Debt at 31 March 2025	**100%**	**513.71**

Line Explanation

1 – 5   This is a breakdown of the Council's debt at the beginning of the financial year (1 April 2024. The PWLB is a government agency operating within the Debt Management Office. LOBO (Lender's Option/ Borrower's Option) loans are long-term loans, with a maturity of up to 60 years, which includes a re-pricing option for the bank at predetermined time intervals. Internal balances include provisions, reserves, revenue balances, capital receipts unapplied, and excess of creditors over debtors.

6   'Prudential Borrowing' is borrowing taken by the authority whereby the associated borrowing costs are met by savings in the revenue budget.

7   'Borrowing in Advance' is the amount the Council borrowed in advance to fund future capital finance costs.

8   The amount of debt to be repaid from revenue. The sum to be repaid annually is laid down in the Local Government and Housing Act 1989, which stipulates that the repayments must equate to at least 4% of the debt outstanding at 1 April each year.

9   The Council's forecast total debt by the end of the financial year, after taking into account new borrowing, debt repayment and movement in funding by internal balances.

10   The Council's normal maturing PWLB debt.

11   PWLB/LOBO debt repaid early during the year.

12   Total debt repayable during the year.

13   The normal PWLB borrowing undertaken by the Council during 2024/25.

14   New PWLB loans to replace debt repaid early.

15   The Money Market borrowing undertaken by the Council during 2024/25

16   The total external borrowing undertaken.

18-22 The Council's forecast debt profile at the end of the year.

<u>Long-Term Debt Maturing 2024/25</u>

Public Works Loan Board: Loans maturing during 2024/25

Date	Amount £m	Rate %
22/11/2024	3.000	4.250%
Total	**3.000**	

LOBO Loans called & repaid during 2024/25

Date	Amount £m	Rate %
31/07/2024	5.000	3.950%
Total	**5.000**	

Prudential Indicators Monitoring at 30 June 2024

The Local Government Act 2003 requires the Authority to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. To demonstrate that the Authority has fulfilled the requirements of the Prudential Code the following indicators must be set and monitored each year.

Authorised and Operational Limit for External Debt

Actual debt levels are monitored against the Operational Boundary and Authorised Limit for External Debt below. The Operational Boundary is based on the Authority's estimate of most likely, i.e. prudent, but not worst case scenario for external debt. The council confirms that the Operational Boundary has not been breached during the third quarter of 2024/25.

The Authorised Limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum debt that the Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements. The Authorised Limit was not breached in the in the third quarter of 2024/25 and is not expected to be breached by year end.

Authorised limit for External Debt	£555,000,000
Operational Limit for External Debt	£570,000,000
Capital Financing Requirement for year	£508,413,000

	Actual 31/03/2024	Forecast 30/06/2024
Borrowing	£284,382,618	£284,382,618
Other Long-Term Liabilities	£ 836,000	£ 836,000
Total	**£285,218,618**	**£285,218,618**

Interest Rate Exposures

These indicators are set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest exposures. Fixed rate investments are borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

Fixed Interest Rate Exposure

Fixed Interest Net Borrowing limit	£350,000,000
Actual at 30 June 2024	-£164,617,382

Variable Interest Rate Exposure

Variable Interest Net Borrowing limit	£0
Actual at 30 June 2024	-£104,156,773.21

Principal Sums Invested over 365 days

Total sums invested for more than 364 days limit   £215,000,000
Actual sums invested for more than 364 days   £ 40,000,000

Maturity Structure of Borrowing

This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing and the actual structure at June 2024, are shown below. Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

	Limit %	Actual %
Under 12 months	0 - 20	1.05
12 – 24 months	0 - 25	0.70
24 months – 5 years	0 - 35	22.50
5 years to 10 years	5 - 40	30.38
10 years +	25 - 95	45.36

OXFORDSHIRE COUNTY COUNCIL INVESTMENT PORTFOLIO 30/06/2024

Fixed term deposits held at 30/06/2024

Counterparty	Principal Deposited	Maturity Date
The Highland Council	£5,000,000.00	01/07/2024
Conwy County Borough Council	£5,000,000.00	03/07/2024
Isle of Wight Council	£5,000,000.00	05/07/2024
North Lanarkshire Council	£5,000,000.00	05/07/2024
Isle of Wight Council	£5,000,000.00	05/07/2024
North Lanarkshire Council	£5,000,000.00	05/07/2024
Conwy County Borough Council	£5,000,000.00	09/07/2024
Monmouthshire County Council	£5,000,000.00	10/07/2024
Plymouth City Council	£5,000,000.00	19/07/2024
London Borough of Lambeth Council	£5,000,000.00	22/07/2024
Bradford Metropolitan District Council	£5,000,000.00	24/07/2024
London Borough of Newham Council	£10,000,000.00	30/07/2024
Blackpool Council	£5,000,000.00	31/07/2024
Cheshire East Council	£5,000,000.00	01/08/2024
Cambridgeshire County Council	£5,000,000.00	15/08/2024
London Borough of Brent Council	£5,000,000.00	15/08/2024
West Dunbartonshire Council	£5,000,000.00	15/08/2024
Plymouth City Council	£5,000,000.00	04/09/2024
London Borough of Haringey Council	£5,000,000.00	05/09/2024
The Highland Council	£5,000,000.00	25/09/2024
Rotherham Metropolitan Borough Council	£5,000,000.00	30/09/2024
Falkirk Council	£5,000,000.00	01/10/2024
Great Yarmouth Borough Council	£8,000,000.00	08/10/2024
Orkney Islands Council	£5,000,000.00	10/10/2024
The Highland Council	£7,000,000.00	16/10/2024
London Borough of Haringey Council	£5,000,000.00	18/10/2024
West Dunbartonshire Council	£5,000,000.00	23/10/2024
Fife Council	£5,000,000.00	24/10/2024
Police and Crime Commissioner for Lancashire	£5,000,000.00	28/10/2024
Fife Council	£5,000,000.00	31/10/2024
Worthing Borough Council	£3,000,000.00	19/11/2024
Aberdeen City Council	£5,000,000.00	19/11/2024
Aberdeen City Council	£5,000,000.00	19/11/2024
Aberdeen City Council	£5,000,000.00	20/11/2024
Blackpool Council	£5,000,000.00	22/11/2024
Cambridgeshire County Council	£5,000,000.00	22/11/2024
Cheshire East Council	£5,000,000.00	22/11/2024
Moray Council	£5,000,000.00	26/11/2024
Surrey County Council	£5,000,000.00	02/12/2024

Counterparty	Principal Deposited	Maturity Date
Police and Crime Commissioner for Merseyside	£5,000,000.00	11/12/2024
London Borough of Newham Council	£5,000,000.00	23/12/2024
Merthyr Tydfil County Borough Council	£5,000,000.00	27/12/2024
Falkirk Council	£5,000,000.00	03/01/2025
Aberdeen City Council	£5,000,000.00	03/01/2025
Police and Crime Commissioner for Lancashire	£5,000,000.00	06/01/2025
Surrey County Council	£5,000,000.00	07/01/2025
South Ayrshire Council	£3,000,000.00	08/01/2025
Surrey County Council	£5,000,000.00	23/01/2025
Merthyr Tydfil County Borough Council	£5,000,000.00	24/01/2025
Police and Crime Commissioner for Merseyside	£5,000,000.00	24/01/2025
Surrey County Council	£5,000,000.00	27/01/2025
East Dunbartonshire Council	£5,000,000.00	29/01/2025
Falkirk Council	£5,000,000.00	31/01/2025
London Borough of Waltham Forest Council	£5,000,000.00	31/01/2025
West Dunbartonshire Council	£5,000,000.00	06/02/2025
Fife Council	£5,000,000.00	14/02/2025
Bolton Metropolitan Borough Council	£5,000,000.00	14/02/2025
Monmouthshire County Council	£5,000,000.00	17/02/2025
Somerset Council	£5,000,000.00	17/02/2025
Fife Council	£5,000,000.00	18/02/2025
Cambridgeshire County Council	£5,000,000.00	24/03/2025
East Dunbartonshire Council	£5,000,000.00	24/03/2025
High Peak Borough Council	£3,000,000.00	09/04/2025
London Borough of Newham Council	£5,000,000.00	11/04/2025
Police and Crime Commissioner for Lancashire	£5,000,000.00	14/04/2025
South Ayrshire Council	£5,000,000.00	17/04/2025
Rushmoor Borough Council	£5,000,000.00	25/04/2025
Rushmoor Borough Council	£5,000,000.00	29/04/2025
West Dunbartonshire Council	£5,000,000.00	30/04/2025
Rushmoor Borough Council	£5,000,000.00	06/05/2025
North Lanarkshire Council	£5,000,000.00	12/05/2025
Plymouth City Council	£5,000,000.00	13/05/2025
Darlington Borough Council	£5,000,000.00	29/05/2025
Police and Crime Commissioner for Lancashire	£5,000,000.00	02/06/2025
Short Term Deposit Total	**£374,000,000.00**	

Counterparty	Principal Deposited	Maturity Date
Kirklees Council	£5,000,000.00	15/08/2025
Derbyshire County Council	£5,000,000.00	26/08/2025
North East Lincolnshire Council	£5,000,000.00	21/11/2025
Worthing Borough Council	£5,000,000.00	21/11/2025
Great Yarmouth Borough Council	£5,000,000.00	22/04/2026

Counterparty	Principal Deposited	Maturity Date
Derbyshire County Council	£5,000,000.00	25/08/2026
Kirklees Council	£5,000,000.00	22/01/2027
Kirklees Council	£5,000,000.00	17/03/2027
Long Term Deposit Total	**£40,000,000.00**	
Total Deposits	**£414,000,000.00**	

Money Market Funds

Counterparty	Balance at 30/06/2024(£)	Notice period
Aberdeen Liquidity Fund	7,900,000.00	Same day
Goldman Sachs Sterling Liquid Fund	0.00	Same day
Deutsche Sterling Liquid Fund	0.00	Same day
Federated Sterling Liquidity Funds	15,100,000.00	Same day
Legal & General Sterling Liquidity Fund	19,500,000.00	Same day
CCLA Public Sector Deposit Fund	5,000.00	Same day
Morgan Stanley Sterling Liquid Fund	30,748.73	Same day
JP Morgan Sterling Liquidity Fund	0.00	Same day
Total	**42,535,748.73**	

Notice / Call Accounts

Counterparty	Balance at 30/06/2024 (£)	Notice period
Santander Call Account	3,785.21	Same day
Barclays Current	9,258.91	Same day
Handlesbanken	2,388.57	Same day
Total	**15,432.69**	

Strategic Bond Funds

Fund	Balance at 30/06/2024 (£)	Notice period
Threadneedle strategic bond fund (income)	12,342,088.97	4 days
Threadneedle Global Equity Income Fund	16,893,691.73	4 days
Kames Diversified Income	9,400,818.76	4 days
Ninety One Diversified Income	8,846,928.37	4 days
M&G Strategic Corporate Bond Fund	11,248,712.03	4 days
Schroder Income Maximiser	11,057,615.88	4 days
CCLA Better World Cautious Fund	4.873.150.51	4 days
Total	**74,663,006.25**	

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Property Funds

Fund	Balance at 30/06/2024 (£)	Notice period
CCLA Local Authorities Property Fund	22,778,585.54	Monthly
Total	**22,778,585.54**	

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CABINET – 17 SEPTEMBER 2024

CAPITAL PROGRAMME APPROVALS – SEPTEMBER 2024

Report by the Executive Director of Resources and Section 151 Officer

Recommendations

1. The Cabinet is RECOMMENDED to:

    a. approve an increase in budget of £5.445m for the Tramway Accessibility Improvements scheme, to be funded from S106 developer contributions and reallocating funding from the Housing and Growth Deal.

    b. approve an increase of £1.300m for Banbury Road Roundabout to be funded from the Housing and Growth Deal.

    c. approve a request to forward fund £15.300m for third party delivered projects at Oxford Rewley Road Fire Station and Oxford Grandpont Depot site.

    d. to note the latest estimated funding gap of £6.745m on the current balanced capital programme due which will be addressed through the annual business planning process and Capital Programme for Council approval in February 2025.

Executive Summary

2. The Capital Programme was approved by Council in February 2024 and is updated during the year through the capital programme and monitoring reports. This report sets out change requests requiring Cabinet approval that will be incorporated into the agreed programme and included in the next update to the Capital Programme for Cabinet in June 2024.

Introduction

3. The Capital Programme sets out how the Council will use Capital expenditure to deliver the Council's priorities as set out in the Strategic Plan 2022-25. The Capital Programme is updated quarterly and fully refreshed annually as part of the 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.

4. On occasion, variations to the Capital Programme are recommended to Cabinet. All variations have been highlighted in this report.

Major Infrastructure

<u>Tramway Road Accessibility Improvements</u>

5. The Tramway Road Accessibility Scheme will improve access to Banbury railway station, improve bus journey reliability into the town and reduce traffic.

6. Due to cost pressures, an additional £5.445m is required, increasing the total cost of the scheme to £15.942m. The cost pressure is to be met by reallocating Growth Deal and other funding that the council is holding.

<u>Banbury Road Roundabout Improvement Scheme</u>

7. Bicester is a key area for economic and housing growth in Cherwell and Oxfordshire. Banbury Road roundabout junction improvements will facilitate housing and boost economic growth.

8. An additional £1.300m is requested to complete the project. The increase in budget is due to a combination of factors, including unforeseen changes to the traffic management requirements and necessary post-design changes to construction. The cost pressure is to be met by reallocating Growth Deal funding.

<u>Watlington Relief Road</u>

9. Housing and Growth Deal funding allocated to the Watlington Relief Road Scheme cannot be delivered by the funding deadline of 31 March 2025 and if not reallocated to other projects, will result in loss of funds to Oxfordshire. It is therefore proposed that £2.773m is reallocated to the schemes referred to in paragraphs 6 and 8 above. However, the Watlington Relief Road Scheme remains a priority project for the Council and funding to complete the scheme will be addressed as part of the business planning process and the Capital Programme which will be approved by Council in February 2025.

Property

<u>Oxfordshire Fire and Rescue Service Property and Emergency Response Strategy</u>

10. The Property and Emergency Response Strategy for Oxford City and Carterton was approved by Cabinet in September 2023. Part 1 of the strategy includes projects to redevelop Rewley Road to a two-bay fire station, a new training facility at Grandpont depot site, and a new fire station and training facility at Carterton.

11. The Rewley Road fire station and training facility at Grandpont are being delivered directly by the developer. Approval is sought to forward-fund these costs of £15.300m using the cashflow position of the capital programme until such a time as the capital receipt for Rewley Road is received by the Council.

12.	Since initial estimates, there has been an increase in the cost identified during the feasibility stage of the project, including remediation of contamination at Rewley Road, purchase of adjoining land required for access and increased build costs. The budget provision of £15.300m includes these increased costs as well as risk and contingency sums to account for unpredictable costs that remain unknown at this early stage of the project.

Financial Implications

13.	As a result of increase in costs from initial estimates as set out in paragraph 12 above, there is an estimated funding gap of £6.745m in the previously balanced Capital Programme over the ten-year period to 2034. This will need to be addressed as part of the business planning process and approval of the Capital Programme by Council in February 2025.

14.	The financial implications of changes related to the Housing & Growth Deal Schemes are set out within the report. Since the Housing & Growth Deal Grant funding will not be available beyond the 2024/25 financial year, action is being taken by Oxfordshire County Council as the Accountable Body, in consultation with the relevant district as appropriate, to manage the programme to ensure that any increases in project/programme spend can be met within the available funding and that there is no unfunded spend after 31 March 2025.

	Comments checked by:
	Kathy Wilcox, Head of Corporate Finance and Deputy Section 151 Officer

Staff Implications

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

Equality & Inclusion Implications

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

Legal Implications

17.	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 Strategic Capital Board (chaired by the Chief Executive). Comments checked by:

Anita Bradley, Director of Law & Governance and Monitoring Officer

LORNA BAXTER
Executive Director of Resources and Section 151 Officer

Background papers: none

Contact Officers:
Natalie Crawford, Capital Programme Manager
September 2024

Division(s): N/A

CABINET – 17 SEPTEMBER 2024

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision

Portfolio/Ref

Cabinet, 15 October 2024

Topic/Decision	Portfolio/Ref
▪ **Capital Programme and Monitoring Report (August Monitoring)** Financial Report on capital spending against budget allocations, including any necessary capital programme approvals.	Cabinet, 2024/222 - Cabinet Member for Finance
▪ **Local Flood Risk Management Strategy Update** Agreement to the Draft Strategy in advance of public consultation. Under the Floods and Water Management Act 2010, Oxfordshire County Council in its role as the Lead Local Flood Authority must prepare a Local flood Risk Management Strategy covering local sources of flooding. The Council already have an existing strategy and this paper and attached strategy is an update to this strategy to cover statutory and non-statutory responsibilities and to provide a framework for managing the local sources of flooding.	Cabinet, 2024/229 - Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations
▪ **LTCP Monitoring Report** To provide cabinet with an update on progress made to deliver the LTCP and agree minor updates to the document. The LTCP was adopted in July 2022 and included the commitment to publish annual monitoring reports. The first annual monitoring attended cabinet in October 2023 and it is proposed the next annual monitoring report attends cabinet in October 2024. The report will provide cabinet with an update on progress made to deliver the LTCP and performance against the KPIs and headline targets. There are also minor wording amendments suggested for agreement.	Cabinet, 2024/231 - Cabinet Member for Infrastructure and Development Strategy, Cabinet Member for Transport Management
▪ **Budget and Business Planning Report** To provide background and context to the budget and business planning process for 2025/26.	Cabinet, 2024/218 - Cabinet Member for Finance

▪ **Oxfordshire Safeguarding Children's Board Annual Report 2023-24** To note the report and its conclusions.	Cabinet, 2024/248 - Cabinet Member for Children, Education & Young People's Services
▪ **Oxfordshire Safeguarding Adults Board Annual Report 2023-24** To note the report and its conclusions.	Cabinet, 2024/247 - Cabinet Member for Adult Social Care
▪ **Delegated Powers Report for July to September 2024** 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.	Cabinet, 2024/246 - Leader
▪ **Local Aggregate Assessment for 2023** To seek approval of the Local Aggregate Assessment for 2023	Cabinet, 2024/279 - Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations
▪ **Future Model for Local Economic Planning** Agrees the future model for Local Economic Planning	Cabinet, 2024/278 - Leader, Cabinet Member for Infrastructure and Development Strategy

Delegated Decisions by Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations, 10 October 2024

▪ **Household Waste Recycling Centre Network: Introduction of Booking System** To seek approval for a booking system to be implemented aross the Household Waste Recycling Centre network, requiring residents to prebook before visiting these facilities.	Delegated Decisions by Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future

	Generations, 2024/269 - Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations
▪ **Household Waste Recycling Centres (HWRC) - New CCTV provision with ANPR cameras** To approve installation of new enhanced CCTV system across all HWRC's. including new ANPR (Automated Number Plate Recgnotion)	Delegated Decisions by Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations, 2024/056 - Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations
▪ **Incineration of Waste Upholstered Domestic Seating Containing Persistent Organic Pollutants - Contract Variation** From 1 January 2023 new regulations from the Environment Agency required waste upholstered domestic seating (WUDS) that is contaminated with persistent organic pollutants (POPs) to be incinerated to destroy the POPs and prevent their escape into the environment. Landfill of this waste is no longer permitted. Due to the late publication of the regulations before implementation, arrangements with our contractors were put in place at very short notice for the shredding and haulage of WUDS, and incineration of WUDS at Ardley ERF under the residual waste treatment contract with Viridor. Continued spend under the Viridor contract has met a key decision threshold requiring approval.	Delegated Decisions by Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations, 2024/254 - Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations

Delegated Decisions by Cabinet Member for Transport Management, 10 October 2024

▪ **Stoke Row: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project	Delegated Decisions by Cabinet Member for Transport Management, 2024/176 - Cabinet Member for Transport Management
▪ **Wheatley: Proposed 20mph Speed Limits** Part of Phase 3 Countywide Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/175 - Cabinet Member for Transport Management
▪ **Stanford-in-the-Vale: Proposed 20mph Speed Limits** Part of Phase 3 of Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/170 - Cabinet Member for Transport Management
▪ **Letcombe Regis: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/151 - Cabinet Member for Transport Management
▪ **Shutford: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project	Delegated Decisions by Cabinet Member for Transport Management, 2024/169 - Cabinet Member for Transport Management

▪ **Goddington: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/161 - Cabinet Member for Transport Management
▪ **Stadhampton: Proposed 20mph Speed Limits** Part of Phase 3 County-wide Speed Limits Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/123 - Cabinet Member for Transport Management
▪ **Hampton Gale & Poyle - Bicester Rd and Adjacent Roads - Proposed 40mph Speed Limits** To seek approval for the change of speed limits on Bicester Rd and adjacent roads in Hampton Gale & Poyle	Delegated Decisions by Cabinet Member for Transport Management, 2024/251 - Cabinet Member for Transport Management
▪ **A420 Faringdon and Shrivenham Bypasses - Proposed 50mph Speed Limit** To seek approval for the change of speed limits on the A420.	Delegated Decisions by Cabinet Member for Transport Management, 2024/250 - Cabinet Member for Transport Management
▪ **Cholsey: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/191 - Cabinet Member for Transport Management
▪ **Drayton St Leonard: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport

	Management, 2024/189 - Cabinet Member for Transport Management
▪ **Eye & Dunsden: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/188 - Cabinet Member for Transport Management
▪ **Highmoor: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project	Delegated Decisions by Cabinet Member for Transport Management, 2024/187 - Cabinet Member for Transport Management
▪ **Henley: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/186 - Cabinet Member for Transport Management
▪ **East Challow: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/184 - Cabinet Member for Transport Management
▪ **Duns Tew: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/183 - Cabinet Member

	for Transport Management
▪ **Burford: Shilton Road - Proposed 20mph Speed Limit** Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/182 - Cabinet Member for Transport Management
▪ **Glympton: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project	Delegated Decisions by Cabinet Member for Transport Management, 2024/181 - Cabinet Member for Transport Management
▪ **Drayton (Banbury): Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/180 - Cabinet Member for Transport Management
▪ **Shenington with Alkerton: Proposed 20mph Speed Limits** Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/178 - Cabinet Member for Transport Management
▪ **Bus Services Contracts - March 2025** Several bus contracts are due to expire in March 2025 and a decision is required as to whether to proceed to a tender process for reprocurement of these services.	Delegated Decisions by Cabinet Member for Transport Management, 2024/249 - Cabinet Member for Transport Management

▪ **Hardwick with Yelford: Proposed 20mph Speed Limits** A decision is sought on the proposed 20mph speed limits.	Delegated Decisions by Cabinet Member for Transport Management, 2024/262 - Cabinet Member for Transport Management
▪ **Kingston Bagpuize: Proposed 20mph Speed Limits** A decision is sought on the proposed 20mph speed limits.	Delegated Decisions by Cabinet Member for Transport Management, 2024/261 - Cabinet Member for Transport Management
▪ **Thame: Proposed 20mph Speed Limits** A decision is sought on the proposed 20mph speed limits.	Delegated Decisions by Cabinet Member for Transport Management, 2024/260 - Cabinet Member for Transport Management
▪ **Langford: Proposed 20mph & 30mph Speed Limits** A decision is sought on the proposed 20mph & 30mph speed limits.	Delegated Decisions by Cabinet Member for Transport Management, 2024/259 - Cabinet Member for Transport Management
▪ **Oxford City Cycle Parking Improvements 2024** Oxford City Council have a CIL funded City Cycling Infrastructure Fund designated for installing new cycle parking across the City. Cycle parking installed with the fund is required to have community benefit, and therefore need to be publicly accessible. The City and County Councils have been working collaboratively to identify suitable locations for new publicly accessible parking racks, following the compilation of a list of requests from residents, businesses and Councillors.	Delegated Decisions by Cabinet Member for Transport Management, 2024/257 - Cabinet Member for Transport Management
▪ **Proposed New Controlled Parking Zone - Iffley, Oxford** It is the county council's policy to promote new CPZs for Oxford	Delegated Decisions by Cabinet Member

which are linked to wider strategies for active travel and reducing car use within the city. The Iffley scheme has been agreed with local county councillors and is being funded through capital improvement budgets.	for Transport Management, 2024/256 - Cabinet Member for Transport Management
Oxford - Howard Street Proposed Amendment to a Residential Parking Place to Accommodate Cycle Access a) Approval to remove 5 metres of existing 'No Waiting at Any Time' (double yellow lines) parking restrictions on Howard Street in place of existing 'Permit Holders Only' parking places. b) Approval for the removal of the existing pedestrian guard railing adjacent to the dropped kerb by Flower Lane, with appropriate measures (including signing & lining) introduced to help mitigate the risk of conflicts between pedestrians and pedal cyclists, and a dropped kerb to be installed on the north side of Howard Street in line with the one on the south side.	Delegated Decisions by Cabinet Member for Transport Management, 2024/255 - Cabinet Member for Transport Management
Rotherfield Peppard: Proposed 20mph Speed Limits Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/177 - Cabinet Member for Transport Management
Holton: Proposed 20mph Speed Limit Extension Part of Phase 3 Countywide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management, 2024/174 - Cabinet Member for Transport Management
Cherwell Bus Service Improvement Scheme Approval to move to the next stage, following concerns over the highway impact from the Pipeline Board.	Delegated Decisions by Cabinet Member for Transport Management, 2024/287 - Cabinet Member for Transport Management

▪ **Proposed Zebra Crossing - Faringdon Road, Abingdon** The proposal is to introduce a new zebra crossing outside St Helen & St Katherine school. The proposal will improve road safety by providing a safer crossing point for school children at this location.	Delegated Decisions by Cabinet Member for Transport Management, 2024/284 - Cabinet Member for Transport Management

Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy, 10 October 2024

▪ **A4095 Realignment - Procurement of Detailed Design** The main objectives are to create highway capacity to support the development of 7000 houses and employment at NW Bicester, including facilitating the spine road of the development. A procurement exercise will commence in order to commission detailed design	Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy, 2024/131 - Cabinet Member for Infrastructure and Development Strategy
▪ **Approval to Award Contract in Respect of the Construction/Delivery of Abingdon NC5 Missing Link Active Travel Scheme** The scheme has been allocated funding for full project delivery. The contract for preliminary design is expected to cost less than £500k and, as such, does not meet the threshold requiring a Cabinet Member decision. However, the contract for detailed design and construction is likely to exceed £500k and a Cabinet Member Decision is required. A CMD report will seek to ensure authority is in place to enter the forthcoming construction contract for the Abingdon NCN5 Missing Link Active Travel Scheme and to provide assurances that the project satisfies the requirements of Oxfordshire County Council's corporate policies and practices.	Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy, 2024/272 - Cabinet Member for Infrastructure and Development Strategy

Delegated Decisions by Cabinet Member for Public Health, Inequalities & Community Safety, 1 October 2024

▪ **Smoking Cessation Services Commissioning** Approval sought to commission a new smoking cessation service for Oxfordshire from July 2025	Delegated Decisions by Cabinet Member for Public Health, Inequalities &

	Community Safety, 2024/130 - Cabinet Member for Public Health, Inequalities & Community Safety
▪ **Oral Health Service Procurement** Approve business case to commission a new service as current contract ends on 31/07/25.	Delegated Decisions by Cabinet Member for Public Health, Inequalities & Community Safety, 2024/282 - Cabinet Member for Public Health, Inequalities & Community Safety

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Overview & Scrutiny Recommendation Response Pro forma

Under section 9FE of the Local Government Act 2000, Overview and Scrutiny Committees must require the Cabinet or local authority to respond to a report or recommendations made thereto by an Overview and Scrutiny Committee. Such a response must be provided within two months from the date on which it is requested[1] and, if the report or recommendations in questions were published, the response also must be so.

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

Issue: Adult Social Care Assurance Update

Lead Cabinet Member(s): Cllr Liz Leffman, Leader of the Council; Cllr Tim Bearder, Cabinet member for Adult Social Care

Date response requested:[2] 18 June 2024

Response to report:
Enter text here.

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
That the Council should publicise the successes of Adult Social Care more widely.	Accepted	Health and Social Care Connections sessions have been arranged across the county which aim to listen to people's experiences of using the system and helping people positively understand the changes that have happened around delivering more services at home eg. Integrated Neighbourhood Teams and

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

		Discharge to Assess. Full details can be found in the link below which has been widely advertised: [Have a conversation with Oxfordshire's health and social care leaders this summer	BOB ICB](#)

Overview & Scrutiny Recommendation Response Pro forma

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Issue: Vision Zero Strategy and Action Plan

Lead Cabinet Member(s): Cllr Andrew Gant, Cabinet Member for Highway Management

Date response requested:[2] 23 April 2024

Response to report:

Please see the updated responses to the Overview and Scrutiny Committee recommendations for Vision Programme.

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
1. That the Council should work to establish a partnership	Accepted	• Thames Valley Police (TVP) are involved as key partner with OCC in Vision Zero road safety both strategically and operationally. Operationally, TVP work jointly with Oxfordshire Fire & Rescue Service on road safety across Oxfordshire. They also work together on regular and ongoing road safety campaigns, such a 'Close Passes', 'Be Bright – Be Seen', and the delivery of the national Fatal 4 campaigns: Drink /

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

1

Overview & Scrutiny Recommendation Response Pro forma

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<td>board to monitor progress on Vision Zero with Thames Valley Police being fully involved as a key partner.</td>
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<td>Drug driving etc. This is part of the work that the Oxfordshire Fire & Rescue Services deliver as the Vision Zero's Road Safety Education workstream.

- Strategically there are 2 Vision Zero Partnership Boards that have been established to support the delivery of Vision Zero and monitor it progress, and TVP have member invites to both boards; Detective Chief Inspector (Road Policing) (or his sub) is an invited member at both Boards:

  o Vision Zero Steering Group takes place quarterly and is chaired by Director of Highways and Environmental. The membership of the group includes elected members, OCC officers and external partners / stakeholders; representatives from the Oxford Cycling Network (OCN), Cyclox, and Action Vision Zero. TVP Detective Chief Inspector (Road Policing) is an invited member of the Group.

  o There is also a Vision Zero Wider Stakeholder Group meeting that takes place twice a year and is again, chaired by Director of Highways and Environmental. The membership of the group includes the wider group of Vision Zero partners / stakeholders who have helped shape the Vision Zero Strategy and Action Plan. The invite lists comprises of elected members, OCC officers and representatives from the wider Vision Stakeholder Group. TVP Detective Chief Inspector (Road Policing) is an invited member of the Group.

- OCC Vision Zero Road Safey Leads are also members of the TVP lead Thames Valley Road Safety Working Group, which meets every six months, and chaired by Thames Valley Police Detective Chief Inspector (Road Policing) The Group meeting is attended by road safety officers and representatives from all the other local authorities in the Thames Valley area. This forum is used as an opportunity for OCC and other local authorities to engage with Thames Valley Police on road safety matters. It provides OCC the opportunity to engage with TVP, share any road safety issues or enforcement concerns, discuss specific locations of concern, and learn about what else is happening regarding TVP road safety enforcement across the Thames Valley area.</td>
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Overview & Scrutiny Recommendation Response Pro forma

		• OCC also regularly engage with TVP Detective Chief Inspector (Road Policing) via one-to-one meetings with the Director of Environment and Highways providing an overview of Vision Zero progress and road safety issues. This is an opportunity to engage with the Thames Valley Police both strategically and operationally.
2. That the Council should continue to engage with Thames Valley Police in order to encourage enforcement of speed limits.	Accepted	• OCC will continue to engage with TVP to encourage the enforcement of speed limits in several ways. There are the day-to-day operational highway management discussions that take place between OCC, Oxfordshire Fire & Rescue service and TVP and these include the enforcement of speed if required. TVP is also always a statutory consultee on Vision Zero and OCC's highway scheme consultations, including highway schemes where there are speed limit changes. • Commitments have also been made by TVP for partnership working with OCC into the installation of new speed enforcement equipment, including average speed camera systems. Detailed work is in progress for the provision of a combined speed and red-light safety camera system at A40 Oxford Northern Bypass, at its junction with Barton Fields Road. It is expected this will be operational Spring 2025. • Vision Zero has the 20mph programme and the Speed management programmes which both focus on the delivery of specific speed limit schemes. The Speed Management Programme is currently carrying out a review of all Oxfordshire's A & B rural road network, as speed across the rural network is a factor in many rural road collisions. The intention of the review is to systematically analyse Oxfordshire's A & B roads area by area to understand where speed limit reductions will be most beneficial. This is planned to be completed by end of next financial year 2025/26 • Currently there also are several Vision Zero schemes being developed as part of the Speed management programme which will involve speed limit discussions with TVP: o A40 Oxford Northern Bypass / Barton Fields junction Safety Cameras o A4260 Speed limit review (A4260 between Kidlington and Banbury)

			- A4074 Speed limit review - A40 Burford to Asthall speed limit review - A420 Bessels Leigh 50mph extension
3. That the Council should identify additional powers that would support delivery of responsibilities and Vision Zero ambitions and request of the Secretary of State for Transport that Government considers implementing them.	Partial Accept		• There will be an annual review report submitted to Cabinet (April'25) on the Vision Zero Programme, and we will identify additional local authority powers following that as the annual review report will provide the data and evidence on the areas where additional powers would have the most benefit for Vision Zero delivery. • With the recent change of Government, OCC are conscious that there may well be updates or changes to Road Safey Policy or DfT guidance, or the development of a new National Road Safety Strategy by the new Government. Local Authority speed limit enforcement was considered by the previous Government within Moving Traffic offences, but this was dismissed by them. OCC will of course reflect any national road safety policy changes as and when they occur, but having the annual Vision Zero programme review data will provide evidence that will help support when and where local authority additional powers would be most beneficial within Oxfordshire. • Via the Vision Zero programme, there are already discussions on road safety areas were identifying additional powers could be considered, such as Graduated Licences for young drivers. Oxfordshire Fire & Rescue are engaging nationally on the benefits of Graduated licences, but further evidence is needed to support discussions both nationally and at Central Government.
4. That the Council should engage with other local authorities,	Accepted		• OCC road safety leads will continue to engage with other local authorities regarding road safety; both for the development of road safety schemes close to, or near to Oxfordshire's boarders, but also to ensure learning about the latest road safety developments and new technology and adherence to best practices. This

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Overview & Scrutiny Recommendation Response Pro forma

| particularly those with similarly diverse counties, and learn from them as well as to take learning from best practice in other authorities. | | engagement has continued during the development of Vision Zero and its ongoing delivery. There is road safety engagement with other local authorities operationally on a day-to-day basis, but as mentioned above, OCC Vision Zero leads also engage formally and strategically with Thames Valley's local authorities through the Thames Valley Road Safety Group led by TVP.

• OCC's Highway and Vision Zero road safety leads will also continue to engage with other local authorities via membership of ADEPT (Association of Directors, of Environment, Economy, Planning and Transport) who hold a national Traffic and Safety Working Group, and via Road Safety GB, a national road safety organisation which connects local authorities nationally.

• OCC have and will continue to communicate with and learn from other local authorities on various aspects of developing and delivering Vision Zero. When OCC was first setting up Vision Zero, Kent Council shared their Vision Zero journey and provided valuable advice and guidance on how they set up their Vision Zero programme and developed their Vision Zero strategy. We have started to actively engage with South-West Vision Zero Partnership regarding their experiences of setting up their Vision Zero partnerships, which include multiple organisations across Devon, Somerset and Cornwall such as Devon & Cornwall Police, Devon & Somerset Fire and Rescue Service, and South-Western Ambulance Service NHS Trust. OCC are learning about the different Vision Zero models, to help shape and support OCC's approach to Vision Zero.

• It is important to add that there has also been Vision Zero best practice and road safety learning from our national Vision Zero Stakeholders, such as Action Vision Zero, and the Road Haulage Association for example, who are both members of OCC's Vision Zero stakeholder meetings. Many valuable insights and ways of understanding road safety user issues have come from our Vision Zero stakeholders, and OCC has set up working partnerships with a wide range of Vision Zero external stakeholders |

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5. That the Council should add greater emphasis on the five pillars as integral to the Vision Zero Key Areas.	Accepted	• The five pillars which form the Safe System approach give a very clear methodology for delivering Vision Zero. OCC's Vision Zero Strategy and action plan has been set up and aligned to follow the Safe System five pillars. This ensures each of the actions within the strategy is attached to one the five pillars, and in turn, the actions are aligned to the delivery of the safe system approach. • The Vision Zero programme of workstreams which was set up ahead of VZ strategy, will reviewed so that they are re-aligned to each of the actions within the strategy action plan. • Also, Vision Zero's safe system 5 pillars are considered as part of the approach when developing and designing Vision Zero's road safety infrastructure schemes. Please refer to No.7's response for further detail on this.
6. That the Council should ensure that its Vision Zero ambitions should be led by evidence and not be overly-focused on behaviour.	Accepted	• To confirm officers are using data and evidence to shape programme priorities. OCC uses TVP STATS19 road safety incident data as the basis for the road safety analysis which informs the Vision Zero Programme. But STATS19 data is not just used within the Vision Zero Programme, it is also used to inform other OCC's highways and infrastructure schemes. Understanding where and why road safety incidents occur is key in maintaining and improving Oxfordshire's Road network; road safety guides discussions on many levels within Highways, how can roads be improved, and how best it can be maintained. • Within Vision Zero, TVP STATS19 road safety incident data is used to map the road safety sites of concern across Oxfordshire. The data is reviewed to identify road safety incident themes, evidencing why road safety incidents have taken place in one junction or on a particular route. The data is analysed to understand if there have interactions between road users, and why they have occurred. The data also provides confidential information on the causes of incidents, who drove where and

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what they were doing. This in turn also informs road safety themes and indicates what type of road safety infrastructure or highway schemes can be implemented to improve on very specific road safety issues.

- OCC is also developing a new traffic and road safety scheme prioritisation framework which will include consideration of the benefits of the scheme in relation to all the LTCP key objectives, including road safety.

- It is important to note that post collision site visits also inform road safety evidence discussions and learning, with road safety intelligence shared between OCC, TVP and the Oxfordshire Fire and Rescue Service as part of day-to-day operational road safety working. Local knowledge is also key, and this is discussed in more detail below.

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7. That the Council should continue to prioritise its infrastructure projects on the basis of data and evidence, taking account of the insights of local members.

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<td>Accepted.</td>
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- As detailed in the response for no.6, road safety incident data and VZ road safety schemes are developed using road safety incident data received from TVP, but local knowledge and the insights of local members is also crucial and is used to triangulate information about sites of road safety concern. Local knowledge is very useful in understanding what has happened with a road safety incident, and why they may have occurred. For instance, fix-my- Street is a key source of road safety concerns raised via the public. Road Safety concerns raised via Fix-my-street are shared with Vision Zero and Highway officers as required. Along with local member input, it is very much considered when analysing sites of road safety concern.

- Local member information and insight is a key source of knowledge and understanding about a road safety incident or road safety site of concern. Local members are involved in road safety discussions and site visits and do have also input into a wider range of OCC's highways schemes (Active Travel, Place Making etc) not just Vision Zero road safety schemes. Vision Zero infrastructure schemes

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		have been reviewed with local members and stakeholders and will continue to be on a case-by-case basis. • The insights of local members will continue to be used as a valuable source of road safety information. It will help triangulate road safety data and information on the new road safety scheme prioritisation framework which is being developed as part of Vision Zero. It is important to note that local member insight and knowledge is also an important and valuable part of post scheme implementation reviews and analysis.
8. That the Council should publish the danger hotspots on its website clearly linked to the underlying evidence.	Partially accept.	• We would like to suggest an amendment to the recommendation wording, as Vision Zero is aiming to establish clearer road safety language and understanding. It is proposed the recommendation be re-worded as: ○ 'That the council should publish Oxfordshire's road safety sites of concern on its website providing information on the road safety incidents' • Oxfordshire's road safety data is already publicly available via the website CrashMap (CrashMap - UK Road Safety Map). CrashMap can be accessed via OCC's website. Crash Map is an online platform where road collisions are published for the members of the public to see. This data provides the locations, incident type, and date of the collision but withholds any confidential information. With roads safety incidents the contributory factors of individual incidents will remain confidential, as in many cases it pertains to medical and personal information that cannot be shared. • The Vision Zero team are also currently developing Vision Zero webpages, which will link through to CrashMap, as well as providing an interactive Vision Zero road safety data dashboard that will allow the analysis of OCC's road safety data. The webpages will provide information on Vision Zero Road Safety infrastructure schemes and Road Safety education etc. It will link through to OCC Road Casualty

Overview & Scrutiny Recommendation Response Pro forma

		Reports (Road casualties | Oxfordshire County Council), and there will be communications shared when the Vision Zero pages are going live.
9. That the Council should publish the numbers of road deaths of children and teenagers, and also by sex, clearly linked to Vision Zero.	Partially Accept	• Road safety incident data on the number of road deaths of children, and also by sex is already published in OCC's road casualty reports (Road casualties | Oxfordshire County Council). • 'Child' casualties include those injured who are aged between 0 and 15, whilst 'adult' casualties include those who are aged 16 and above. STATS19 data does not however provide a 'teenage' data field. • Feedback on the layout and contents of the previous Road Safety causality reports has been received, and the 2022 and 2023 road casualty reports are being re-designed to provide a more Vision Zero approach to road safety data analysis. The new reports will provide greater theme analysis and more information on the causes of road safety incidents across Oxfordshire. • In addition, it is also important to note, that sometimes TVP STAT19 data is received, where no age is assigned in the police report. Although this is a not a common occurrence, it does happen.
10. That the Council should add SUVs and motorcycle categories to its safer vehicles section. It should also delineate the number and proportion of	Partially accept	• Currently, the category of the vehicle type recorded involved in a road safety incident is set by the national STATS19 road safety incident data set. The police are only able to use The STATS19 road safety vehicle type data in recording and sharing information about a road safety incident. The STATS19 road safety vehicle type data set is as follows (taken from National STAT19 form):

9

collisions involve SUVs.			Car
			Taxi / Private hire car
			Van - Goods vehicle 3.5 tonnes mgw and under
			Goods vehicle over 3.5 tonnes mgw and under 7.5 tonnes mgw
			Goods vehicle 7.5 tonnes mgw & over
			Goods vehicle - unknown weight
			M/cycle 50cc and under
			M/cycle over 50cc and up to 125cc
			M/cycle over 125cc and up to 500cc
			Motorcycle over 500cc
			Motorcycle - cc unknown
			Electric Motorcycle
			Pedal cycle
			Bus or coach (17 or more passenger seats)
			Minibus (8-16 passenger seats)
			Agricultural vehicle (include diggers etc)
			Ridden horse
			Mobility scooter
			Tram / Light rail
			• The road safety incident data received from Thames Valley Police does not always indicate the make of the car involved in the incident or whether the vehicle is considered an SUV. As a result, it is not possible to give road safety incident figures on specific car vehicle types such as SUVs.

Overview & Scrutiny Recommendation Response Pro forma

		- Motorcycle data is recorded via the STAT19 data and is this reflected in OCC's road safety causality reports. Motorcyclists are considered vulnerable road users within OCC's highways and Vision Zero schemes, and focus is given to their road safety incident analysis.
11. That the Council should set out, in as much detail as possible, information relating to the budget for this strategy and the costs associated with it, as well as the associated ongoing revenue costs.	Accepted	Following approval of inclusion of a £4m VZ programme as part of the 2023/24 budget setting process, specific schemes and allocation of that funding have been being developed. Governance is in place to provide a level of visibility and individual schemes are promoted and communicated. Work is underway to ensure visibility of the full planned programme and potential future program is transparent and promoted through a dedicated webpage (published end of 2024) and ongoing regular road safety education and communication campaigns. I can confirm that the £4m programme costs have been allocated over a 3-year period: - 22/23 – year 1 - 23/24 – year 2 - 24/25 – year 3 {table below}

Programme	Scope & Focus	Allocation
Vision Zero Programme Budget	VZ Feasibility designs	Yr 1 £120k

			Cycle Safety & Connectivity	To improve the safety and attractiveness of the cycle network across Oxfordshire, both on and off-highway routes. This will cover improvements to existing infrastructure as well as potential creation of new. Scheme identification will be through a review of our cycle network utilising information such as that within LCWIPs, local knowledge and safety data available.	£800k split forecast over 3 yrs as follows: Yr 1 £65k Yr 2 £400k Yr 3 £335k
			Corridor/Strategic Road Safety Improvements	To help address know safety concerns along key strategic corridors within Oxford. Schemes will be identified through road safety data, post collision reviews, and information and work completed in preparation of LTCP corridor strategies.	£500k forecast over 3 yrs as follows: Yr 1 £5k Yr 2 £250k Yr 3 £245k
			Junction incidents (cluster sites)	To improve existing junction/s that have a history of incidents that a change in design could help to mitigate. Scheme/s will be identified through road safety data and post collision reviews.	£1,580k forecast over 3 yrs as follows Yr 1 £0k Yr 2 £790k Yr 3 £790k
			Speed Management Programme	To identify initiatives in collaboration with TVP to support adherence to speed limits. Initiatives may include pilots around average speed enforcement in particular and as a last resort traffic management measure. Focus to be shaped through road safety data and police intelligence. This should include working with and data from local speedwatch groups.	£400k forecast over 3 yrs as follows Yr £0k Yr 2 £200k Yr 3 £200k

Overview & Scrutiny Recommendation Response Pro forma

		Safer Routes to School	This is investment in making walking routes to schools safer and more attractive. Links to the schools' streets programme and issues identified in Home to School safer walking route assessments. Priority will be given to locations that are likely to provide the biggest benefit to the largest number of children.	£600k split forecast over 3 yrs as follows Yr 1 £0k Yr 2 £300k Yr 3 £300k

The Vision Zero road safety infrastructure schemes are currently still being developed and are due to be installed in the later part of 2024, and in 2025. The full capital and revenue costs of the Vision Zero programme will also be submitted as part of the Vision Zero Programme annual report due in April 2025.

12. That the Council should ensure that existing road layouts are considered as material planning considerations in its responses to applications for new residential developments.	Accepted	• Existing road layout is considered as a material consideration when the OCC is assessing any planning application on its merits. To assist OCC with these assessments both National & Local Policies and Design Guidance are considered:
		
		    ○ Manual for Streets 1 and 2
		    ○ Local Travel Connectivity Plan (Part 2)
		    ○ Street Design Guide
		    ○ Design Manual for Roads and Bridges (DMRB)
		    ○ National Planning Policy Framework (NPPF)
		
		• As part of a planning submission, any new proposed road layout is expected to be accompanied with a road safety audit. OCC's Transport Development Management (TDM) team ensure all planning submissions contain a road safety audit. Further information on how the TDM work with developers to ensure road safety is considered is detailed on the TDM webpages: Transport Development Management (TDM)
			Oxfordshire County Council

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- Also, all new residential development road layouts have to be designed to have a speed limit 20mph. The new Vision Zero Checklist, which is due to be piloted, will also act as a way to ensure road safety is considered at the forefront of new developments.
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13. That the Council should undertake a safety audit of past road safety initiatives to learn from what has – or has not – worked previously.
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<td>Accepted</td>
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- There are two new processes that Vision Zero leads are currently being developed that will support the analysis of road safety infrastructure schemes and it anticipated these will be in place by end of 2024:

  o The national GG119 Road Safety audit process is carried out as part of the design of road safety and highway schemes, and it is undertaken at key stages in the design, construction and early operation of a highway scheme. The road safety audits must be undertaken by qualified road safety engineers with experience of collision data analysis. At stages 1,2,3 the aim the audit is to identify the relevant road safety matters before implementation, and stage 4, which is carried out post scheme implementation, communicates any road collision data analysis. It is the stage 4 which provides the key evidence, data and learning on what has worked, or not worked with the scheme post implementation. Vision Zero leads are designing a supplemental road safety process where a scheme of any size, can be audited at any stage, and reviewed (stage 4).

  o OCC Post Collision Review Group, with input from Oxfordshire Fire and Rescue Services and the Road Safey Foundation. The Post Collision Review Group will analyse fatal road safety incidents and ensure the learning from them is shared within Vision Zero programme and the Fire and Rescue Services. This Review Group will be confidential and based upon the processes used by the NHS within child fatality reviews.
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