



Notice of a Meeting

Performance & Corporate Services Overview & Scrutiny Committee

Friday, 15 November 2024 at 10.00 am

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

These proceedings are open to the public

If you wish to view proceedings online, please click on this [Live Stream Link](#).
However, that will not allow you to participate in the meeting.

Membership

Chair - Councillor Eddie Reeves
Deputy Chair - Councillor Bob Johnston

<i>Councillors:</i>	Brad Baines	Kieron Mallon	Glynis Phillips
	Arash Fatemian	Ian Middleton	
	Damian Haywood	Calum Miller	

Notes: *Date of next meeting: 6 December 2024*

For more information about this Committee please contact:

Committee Officer - *Scrutiny Team*
E-Mail: scrutiny@oxfordshire.gov.uk

Martin Reeves
Chief Executive

November 2024

What does this Committee review or scrutinise?

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

How can I have my say?

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

About the County Council

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

These include:

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

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

About Scrutiny

Scrutiny is about:

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

Scrutiny is NOT about:

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

What does this Committee do?

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

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

A hearing loop is available at County Hall.

AGENDA

1. **Apologies for Absence and Temporary Appointments**

To receive any apologies for absence and temporary appointments.

2. **Declaration of Interests**

See guidance note on the back page.

3. **Minutes (Pages 1 - 6)**

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

4. **Petitions and Public Address**

Members of the public who wish to speak at this meeting can attend the meeting in person or 'virtually' through an online connection.

To facilitate 'hybrid' meetings we are asking that requests to speak or present a petition are submitted by no later than 9am on 11 November 2024. Requests to speak should be sent to the Scrutiny Officer at scrutiny@oxfordshire.gov.uk.

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that your views are taken into account. A written copy of your statement can be provided no later than 9am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.

5. **Commercial Strategy Update (Pages 7 - 16)**

Cllr Dan Levy, Cabinet Member for Finance, and Ian Dyson, Director of Financial and Commercial Services, were invited to present a report on a Commercial Strategy Update.

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

6. **Community Asset Transfer Policy and Leases to the Voluntary and Community Sector Tenants (Pages 17 - 26)**

Cllr Dan Levy, Cabinet Member of Finance, Vic Kurzeja, Director of Property and Assets, Michael Smedley, Head of Estates Asset and Investment, and Emily Urquhart, Policy Officer – Inclusive Economy Lead, were invited to present a report on the Community Asset Transfer Policy and Leases to Voluntary and Community Sector Tenants.

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

7. **Committee Forward Work Plan (Pages 27 - 160)**

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

8. **Committee Action and Recommendation Tracker** (Pages 161 - 170)

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

9. **Responses to Scrutiny Recommendations** (Pages 171 - 176)

Attached is the Cabinet response to the Performance and Corporate Services Overview and Scrutiny Committee report on the Draft Customer Engagement Strategy. The Committee is asked to **NOTE** the response.

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.

PERFORMANCE & CORPORATE SERVICES OVERVIEW & SCRUTINY COMMITTEE

MINUTES of the meeting held on Friday, 19 July 2024 commencing at 10.00 am and finishing at 12.00 pm

Present:

Voting Members: Councillor Eddie Reeves - in the Chair

Councillor Bob Johnston
Councillor Damian Haywood
Councillor Kieron Mallon
Councillor Ian Middleton
Councillor Calum Miller
Councillor Nigel Simpson
Councillor Glynis Phillips
Councillor Susanna Pressel

Other Members in Attendance: Councillor Liz Leffman, Leader of the Council
Councillor Dr Nathan Ley, Cabinet Member for Public Health, Inequalities and Community Safety
Councillor Dan Levy, Cabinet Member for Finance

Officers: Lorna Baxter, Executive Director Resources and Section 151 Officer
Ansaf Azhar, Director of Public Health and Communities
Robin Rogers, Programme Director (Partnerships and Delivery)
Chloe Taylor, Head of Economy
Nigel Tipple, LEP Chief Executive
Emily Urquhart, Policy Officer
Tom Hudson, Scrutiny Manager
Ben Piper, Democratic Services Officer

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

21/24 ELECTION OF CHAIR FOR THE 2024/25 COUNCIL YEAR (Agenda No. 1)

The Democratic Services Officer invited nominations for Chair of the Performance and Corporate Services Overview and Scrutiny Committee for the 2024/25 Council year. Cllr Johnston proposed Cllr Reeves, and Cllr Mallon seconded the nomination.

With no other nominations, Cllr Reeves was **ELECTED** Chair for the 2024/25 Council year.

22/24 ELECTION OF DEPUTY CHAIR FOR THE 2024/25 COUNCIL YEAR

(Agenda No. 2)

Cllr Johnston was proposed as Deputy Chair by Cllr Mallon, and Cllr Middleton seconded the nomination.

There being no other nominations for Deputy Chair, Cllr Johnston was **ELECTED** Deputy Chair for the 2024/25 Council year.

23/24 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 3)

There were apologies from Cllr Baines, substituted by Cllr Pressel, and from Cllr Fatemian, substituted by Cllr Simpson.

24/24 DECLARATION OF INTERESTS

(Agenda No. 4)

Cllr Miller indicated a potential conflict of interest to the Committee following his recent election as Member of Parliament for Bicester and Woodstock.

25/24 PETITIONS AND PUBLIC ADDRESS

(Agenda No. 5)

There were none.

26/24 MINUTES

(Agenda No. 6)

The minutes of the meeting held on 19 April 2024 were **AGREED** as a true and accurate record.

27/24 COMMUNITY WEALTH BUILDING AND WIDER SOCIAL VALUE

(Agenda No. 7)

Cllr Dr Nathan Ley, Cabinet Member for Public Health, Inequalities and Community Safety, Robin Rogers, Programme Director (Partnerships and Delivery), and Emily Urquhart, Policy Officer, were invited to present a report on the Council's approach to Community Wealth Building and Wider Social Value outside the statutory processes relating to procurement.

Cllr Dan Levy, Cabinet Member for Finance, Lorna Baxter, Executive Director Resources and Section 151 Officer, and Ansaf Azhar, Director of Public Health and Communities, were also present to help answer any questions.

The Cabinet Member for Finance introduced the report and explained the concept and principles of community wealth building, which aims to reshape the economic system to benefit local communities and address inequalities and environmental challenges.

The Cabinet Member of Finance highlighted some of the achievements and benefits of implementing community wealth building approaches, such as the social value policy, the support for small businesses and social enterprises, and a recent collaboration with the Centre for Local Economic Strategies (CLES). The collaboration with the CLES developed a set of recommendations on a number of areas, such as economic development, employment and skills, and social economy.

The Cabinet Member also presented the draft social value definition statement, which outlines the Council's ambitions to integrate social value across its activities and consider the social, economic, and environmental impacts of its decisions.

Cllr Pressel joined the Committee meeting following the presentation.

The Committee welcomed the report and expressed support for the community wealth building approach. They made the following observations and raised a number of questions and comments, such as:

- How to ensure that the approach is not Oxford-centric and that it addresses the needs and opportunities of different areas and communities in the county. There was a desire for more granular information in relation to the geography of the county within the report.

The Cabinet Member assured the Committee that one of the main objectives of the report was to target the deprived areas of the county. There was a focus on employment, skills, and education. Additionally, the anchor institutions, within the county such as the NHS, would play a key role in this.

There was also an emphasis on the importance of getting communities and locality groups more involved. The Committee welcomed the idea of locality groups being part of the drafting process for plans in their communities.

- The members talked about ways to collaborate with different groups like local government, universities, businesses, and community groups to promote projects that increase wealth in the community.

The Programme Director described how the report helped set out a formal approach to bring together what had been a fragmented offering. The Council, along with the Local Enterprise Partnership and other partners, would work together to reach out to those in the community less likely to find the support they needed.

- The Committee explored ways to refine the Community Asset Transfer policy for greater consistency, clarity, and conformity with community wealth building values, while addressing the associated difficulties and necessary compromises.

The Cabinet Member for Finance informed the Committee that while the Council was looking to sell or dispose of several properties there were conflicting priorities, including best financial value and best social value, which made the process difficult.

The Executive Director described plans, through the corporate landlord approach, to determine the true cost of these properties. This would allow the Council to make more informed decisions on the best outcome for each property.

Members stressed the need to address issues preventing unused Council properties from being utilised for community benefit. The longer it takes to determine the properties' best use, the more negative the perception among community members eager to repurpose these assets. Additionally, there were concerns that Section 123 of the Local Government Act 1972, which dictates how best value should be obtained, might be outdated and impeding progress.

- 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.

The Director of Public Health and Communities explained to the Committee that the long-term Health and Well-Being Strategy would aid in assessing the effects shown in the community wealth building report, which covers adding a health impact evaluation unit to improve assessments on community health and well-being.

Cllr Simpson left the Committee meeting and did not return.

The Committee **AGREED** to make the following recommendations to Cabinet:

- Work with the Local Government Association to open discussion with the government to clarify s.123 of the Local Government Act 1972.
- Provide draft documentation of the CAT policy to Locality Groups.

The Committee requested the following **ACTION**:

- Provide a list of the buildings that are in the hands of the community groups in one legal form or another.

28/24 LEP INTEGRATION

(Agenda No. 8)

Cllr Liz Leffman, Leader of the Council, Chloe Taylor, Head of Economy, and Nigel Tipple, LEP Chief Executive, were invited to present a report on Local Enterprise Partnership (LEP) Integration.

The Leader introduced the report and explained the background and rationale of the LEP integration following central government's decision to withdraw funding, which aims to enhance the strategic leadership and coordination of the local economic development and recovery.

The Leader outlined the benefits and opportunities of the integration, such as streamlining the governance and funding arrangements, strengthening the

partnership and collaboration between the County Council and local businesses, and aligning the economic and social objectives.

The Leader highlighted some of the challenges and risks involved, such as managing the expectations and interests of different stakeholders, ensuring the continuity and quality of the LEP functions and services, and complying with the legal and financial requirements.

The LEP Chief Executive discussed the integration report, explaining the handover of LEP operations to the County Council, as the sole 'member,' following central government's discontinuation of independent LEPs nationally. The second phase of the transition included revising the LEP's Strategic Economic Plan, creating a new business strategy, and stakeholder engagement. The LEP continued to dedicate itself to overseeing public projects, promoting commerce, advancing skills development, and fostering innovation, while also representing local economic interests. Aligning with the County Council's corporate objectives, the LEP considered new policy environments and approaches like community wealth building, circular economy, and doughnut economics. The LEP's governance was adapted during this transition and reports directed to the County Council as the sole 'member.'

The Committee welcomed the report and expressed support for the LEP integration. Several issues and questions were raised concerning the LEP Integration report, as follows:

- Members emphasised their desire to see as wider a range as possible of Oxfordshire businesses being represented, especially those in retail and manufacturing.

The Banbury Business Improvement District was cited as a valuable resource for local business knowledge by Councillors and the LEP's Chief Executive. Members also recommended utilizing local groups and council members as resources for insights into area businesses. The Chief Executive of the LEP emphasised that companies from various sectors are central to their efforts, with a local business database containing about eight thousand entries reflecting a wide range.

- Members questioned the level of liability the Council had as a result of the integration of the LEP, especially in relation to the LEPs on-going budget.

The Leader emphasized that if the LEP were to maintain its current form, its reserves would suffice in covering expenses for two years, although this would be contingent on the manner in which the new administration allocates funds to such initiatives.

The Chief Executive of the LEP clarified that the Council has the authority, via the Leader, to ask for or insist on the approval of the LEP's business plan. This blueprint was currently undergoing preparation, with a preliminary version expected by September.

As far as finances are concerned, the LEP was already fully financed up until March 2025, and it would not require additional monetary support from the Council.

- Clarity was sought over the governance of the LEP following its integration into the Council, especially with the Council becoming the sole member, where there had previously been a board.

The Leader informed the Committee that the structure of the LEP governance was still a work in progress with various avenues and forms being investigated. The Leader insisted that the local councils and Future Oxfordshire Partnership (FOP) would continue to work closely with the LEP.

The Committee continued to question who held ultimate accountability for the LEP. Officers were unable to provide a definitive answer during the meeting.

- The Committee noted that they had discussed in detail the need for LEP governance, and that further scrutiny of the LEPs governance should be conducted by the Audit and Governance Committee.

Cllr Mallon left the Committee meeting at this point and did not return.

29/24 COMMITTEE FORWARD WORK PLAN
(Agenda No. 9)

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

Members were informed that there would be a number of all-member briefings, rather than Scrutiny-specific ones, concerning the development of the Council's forthcoming annual budget.

The Committee **AGREED** to make the following amendments to its work programme:

- Add an item on significant changes from central government and the impacts on the Council, particularly around economic development, and devolution.
- Remove the item on Advice Centres for September and hold briefing instead.
- An item on options on investigated options for the future use of County Hall in December or January.

30/24 RESPONSES TO PREVIOUS RECOMMENDATIONS
(Agenda No. 10)

The Committee **NOTED** that no responses had been made by Cabinet since the previous meeting.

..... in the Chair

Date of signing

Divisions Affected – All

PERFORMANCE AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE

15 November 2024

COMMERCIAL STRATEGY

**Report by Lorna Baxter, Executive Director for Resources and S151
Officer**

RECOMMENDATION

1. **The Committee is RECOMMENDED to note the update on the delivery of the Commercial Strategy.**

Executive Summary

2. This paper presents an update on the implementation of the Commercial Strategy that was approved by Cabinet on 19 March 2024.
3. To support the delivery of the Commercial Strategy through 2024/25 a Commercial Transformation Programme has been established. A discovery phase has been completed that looked at the current maturity level of our commercial thinking, information, skills and processes, and this has been used to prioritise the Transformation Programme activity.
4. The maturity assessment concluded that the appetite to become a more commercially minded organisation is high. However overall, the current commercial maturity level is low.
5. There are four core work packages identified from the maturity assessment:
 - Strategic Direction and Partnerships
 - Governance and Performance Management
 - Capability
 - Visibility and Insights
6. Progress on implementing these work packages is highlighted further in this report. Overall whilst good progress is being made, the implementation is slower than originally anticipated. This is in part due to the programme of organisation design that is running in parallel, but also due to the complexity of the changes

required to support some of the work packages in particular regarding data and insights, and contract management.

7. The Commercial Strategy is attached as annex 1 to this report.

Strategic Direction and Partnerships

8. The maturity assessment highlighted that whilst the Commercial Strategy establishes the council's intent, a strategic direction with clear objectives needed to be defined. There needs to be a single point of accountability to co-ordinate market engagement and partnership opportunities, and to define the target operating model for their commercial remit.
9. The new post of Director of Financial and Commercial Services was established in July 2024. This role is accountable for ensuring the implementation of effective and compliant financial and procurement practice across the whole organisation, and for leading the design and development of a new commercial service associated service offer.
10. Through the next phase of the organisational design, the leadership structure of the new commercial service will be created with clear accountability in line with the requirements resulting from the maturity assessment.
11. The operating structure for the new commercial service will be designed and implemented through the final phase of the organisational design. The timetable for that phase is under review, but it is expected that the new commercial services will be fully operational by the end of the summer 2025.

Governance and Performance Management

12. For this workstream, the maturity assessment identified that a more progressive governance approach is required, with in the first instance a 'go/no go' forum to quickly and collaboratively evaluate desirability, feasibility, and viability of opportunities. The governance should then be grounded in the value created from processes, boards, reports etc, with contract management focussing on maximising outcomes from contracted works and services and advancing partnering strategies.
13. A Commercial Board was established in February 2024, initially to provide high level oversight and monitoring of the procurement pipeline and to review business cases for procurements over £100k. This was an interim measure to tighten control over spend, and to understand the issues being experienced with regards systems and processes.
14. In November 2024, a new Commercial Board is being established, with a more strategic focus on commercial opportunities, major procurements, contract management, and performance monitoring. The pipeline, data and reporting remain under development which limits the management information available to the new board at this time, but the board consists of officers who were identified as being strong in commercial thinking and awareness during the maturity assessment. Commercial thinking is now a key theme in the Business

Planning process for services across the council and as a result ideas and early-stage business cases are being developed for commercial opportunities within our existing asset base. The role of the new Commercial Board is to provide that 'go/no go' forum to quickly and collaboratively evaluate desirability, feasibility, and viability of opportunities.

Capability

15. The maturity assessment identified pockets of good practice across the council in relation to contract management and innovation. This workstream has not progressed significantly at this stage, but the focus will be on creating a commercial community of practice and an environment that supports commercial innovation, with knowledge share and training available for those who want to build their commercial capability.
16. Contract management is a key project within the Commercial Transformation Programme, as this has been identified as an area that requires improvement, both in terms of skills and understanding, and process and reporting. This is the main focus for developing capacity and capability, initially looking at strategic contract management for our major contracts, and the wider contract management framework.

Visibility and Insight

17. There are existing data and systems-related initiatives that will support commercial maturity, e.g. data-warehousing, and PowerBI rollout. The ambition is to create spend analysis across categories, suppliers and services and to create a commercial pipeline. To achieve this, analysis and reporting requirements need to be documented with data capture and quality improvements needed. The aim is to allow integrations between existing systems and functionalities to give greater data visibility.

Financial Implications

18. The adoption of the commercial strategy and delivery plan will support services with ongoing achieving the planned 24/25 budget saving of £2M from third party spend, and with identifying opportunities for further efficiency and income generation going forward.
19. There will be an inherent risk of failure with any commercial ventures and innovation therefore good governance and effective risk management are essential to achieving successful outcomes from commercial opportunities.

Comments checked by: Tom James, Head of Finance Business Partnering,
thomas.james@oxfordshire.gov.uk

Legal Implications

20. There are no direct legal Implications.

Comments checked by: Paul Grant, Head of Legal, paul.grant@oxfordshire.gov.uk

Equality & Inclusion Implications

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

Sustainability Implications

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

Risk Management

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

Lorna Baxter
Executive Director for Resources & S151 Officer

Annex: Annex 1 – the Commercial Strategy

Background papers: Nil

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

November 2024

Oxfordshire County Council Commercial Strategy

Current State – Background

The Local Government sector faces many challenges including:

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

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

Future State – Vision

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

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

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

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

Future State – Mission

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

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

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

Remit of the Commercial Strategy

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

Governance Framework

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

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

Delivery Plan – Commercial Priorities

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

Delivery Plan

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

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

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

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

- Once the data and insights work has been completed, seek opportunities to benchmark and conduct comparative studies while consolidating any disparate spend

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Divisions Affected - All

PERFORMACNE AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE

15.11.2024

REPORT ON THE COMMUNITY ASSET TRANSFER POLICY AND LEASES TO THE VOLUNTARY AND COMMUNITY SECTOR TENANTS

Report by Vic Kurzeja, Director of Property and Assets

RECOMMENDATION

- 1. The Performance and Corporate Services Overview and Scrutiny Committee is RECOMMENDED to consider the report, raise any questions, and to AGREE any recommendations it wishes to make to Cabinet arising therefrom.**

Executive Summary

- 2. Oxfordshire County Council (OCC) has a history of supporting local communities in taking action to create more sustainable and resilient communities. Approaches such as the Oxfordshire Way enshrine a recognition that local communities are often best placed to understand the community's needs and to deliver and run successful services that can respond to local needs.**
- 3. Supporting voluntary and community sector (VCS) organisations to access land and assets held by the Council is a fundamental pillar of the Council's Community Wealth Building (CWB) approach. Where there is land or assets available, and the agreement is financially sustainable, the Council will continue to support community lease and asset transfer arrangements. The current process can be confusing for VCS organisations and OCC staff, and ultimately doesn't support any party to carry out effective long-term budgeting.**
- 4. The Council will be developing a Community Wealth Building Strategy that will seek to encourage system partners to develop effective policies around making land and assets available to community organisations. There are many 'anchor' organisations in Oxfordshire with significant land and asset holdings. An 'anchor' organisation is defined as having an important presence in a particular place due to their mission, histories, employment, purchasing**

power, physical assets and local relationships¹. CWB approaches highlight the importance of all anchor organisations supporting the wellbeing and wealth of their local place through providing access to land and assets where appropriate.

5. The Council has a relatively small portfolio of properties or land that would be available for community lease or transfer, meaning when an agreement is reached, there needs to be a strong focus on financial sustainability, otherwise this practice will become unviable for the Council and for the community organisations involved. The Council also needs to ensure that it meets the obligations of s123 of the Local Government Act 1972 ensuring best consideration is received in respect of any disposal.
6. This paper will provide some context on the current Community Asset Transfer (CAT) and community lease policies and set out some possible next steps for how these policies can be improved.

Context

7. Within its current property portfolio Oxfordshire County Council (OCC) has 92 leases/licences with voluntary and community sector tenants that produce an annual rental income of just under £319,000 pa.
8. These leases can be broken down into the following areas:
 - (a) **Community lettings** – 36 tenants, rent £101,535 pa.
 - (b) **Education lettings** - 35 tenants, rent £117,152 pa.
 - (c) **Parish and District Council lettings** - 8 tenants, rent £8,042 pa.
 - (d) **Community tenants with rent concessions** - 12 Tenants. All given rent concessions. Rent without concessions c.£92,000 pa.
9. When the concept was first introduced, Community Asset Transfer referred specifically to the transfer of ownership or management of property to community organisations. OCC has had a 'CAT Asset transfer policy' since June 2011 and a separate 'CAT' policy for short term leases, often at a below market rent. The terms negotiated for these leases vary as they are agreed between the parties to reflect the nature of the premises, and the specificity of the arrangement reached between the parties.
10. The term 'CAT' has also been associated with rent concessions. Rent concessions were granted to a limited number of tenants post-covid. They were not exclusively CAT tenants and the link between rent concessions and CAT tenants needs to be removed.
11. There are 38 leases at rents of less than £500 per annum, many leases are historic long-term arrangements, and some relate to land only where there are no building maintenance issues.

¹ [What is an anchor institution? | CLES](#)

12. Lease lengths vary as do the mechanisms for rent reviews. Because of the relatively low level of rent determining rental uplifts and renewals can be difficult and protracted, and community interest can be significant.
13. Improving the Council's policies around community asset transfer and community leasing will enhance the positive benefits that CAT can provide for community groups and for the Council. Enabling local community groups to access Council-owned land and assets provides a range of benefits for VCS organisations, including the ability to borrow against assets, to attract external grant funding and the flexibility to use the asset to generate income.
14. Improved CAT policies would create a process that is more transparent and has greater clarity around roles and responsibilities. The improved policies would also seek to be less time consuming for Council officers and ensure that all assets can be maintained to a good standard in the long-term.

Community Asset Transfers (ownership)

15. OCC has had a Community Assets Transfer (CAT) policy since 2011. Community Asset Transfers are an established mechanism used to enable the community ownership and management of publicly owned buildings. With "General Disposal Consent" public bodies are able to transfer ownership and management to the local community at less than full market value.
16. OCC has not fully embraced this option, mainly due to the fact there is a low level of empty / vacant property available to be transferred and there is only limited demand from existing occupiers. There has been a preference for short term CAT leases allowing community groups and charities to occupy buildings.
17. Opportunities have been progressed to transfer ownership of properties to community groups, most recently a property in Banbury, but none have been completed. A common cause of CAT agreements falling through is that the community groups are not able to fulfil the responsibilities of managing the asset, statutory compliance and the repairs and maintenance that they would become responsible for if they owned the asset.

CAT Leasing

18. OCC has had a CAT leasing policy since 2019. A number of leases have been granted using this policy, although the number is falling, and no new requests have been received post-covid.
19. There has been an ongoing review, starting in 2023, of the Council's CAT policies and initial findings have identified a few improvements that need to be made. These include introducing an appeals procedure for decisions made and requesting that tenants provide an annual update on the benefits they have provided to the local community. This review is ongoing and will take into account the considerations laid out in this report.

Demand and availability of space

20. The Council's overall property portfolio is relatively small with the majority of the estate used for corporate purposes, let, or held for redevelopment/sale. The percentage of land/ building that lies vacant is less than 1% of the portfolio.
21. Currently there are only 13 buildings listed on the vacant property schedule (Annex 1). From this list contracts to sell 2 buildings have been exchanged, subject to planning, where receipts will exceed £10m. 3 properties are currently under offer, 2 properties are being actively marketed and 1 unit is being held to be sold once planning consent to the adjoining land is received. Services are using, or considering using 5 properties and 1 property cannot be used for structural reasons.
22. Of the properties being sold, or under offer, one site will be for age related dwellings, one will be for social housing and one site is being sold to a charity relocating from Oxford. This are in addition to a site sold earlier in the year exclusively for social housing in Oxford.
23. Demand from the voluntary/ community sector for space is usually for retail units, residential accommodation or land for animal/environmental uses, based on the type of requests the Council receives from VCS organisations.

Rent concessions

24. Rent concessions were granted to a limited number of tenants post-covid. This arrangement was extended for a further year and subsequently extended until March 2025. Tenants were advised that the concession would end in March 2024, but this generated a backlash of concerns, and the decision was reversed. The budget for 2024/25 was approved on the basis of the rent concession being extended but with the shortfall, being funded from the Budget Priority Reserve Fund.
25. The initial cost of rent resulting from the concessions granted was in excess of £130,000 per annum. A number of leases have either not been renewed or terminated with the result that the current rent roll is now c. £92k pa. There are also a number of tenants who have indicated that even with the rent concession they are unable to meet their current outgoings and may serve notice to terminate their leases.
26. The rent concessions granted, and CAT tenants are often talked about as being the same thing. Concessions granted were not exclusively to CAT tenants and the link between rent concessions and CAT tenants needs to be dismissed.

<h2>Challenges</h2>

27. The Council has a strong commitment to support the Voluntary and Community sector, with a proven track record of letting space to organisations

in this sector. Nevertheless, there are a number of challenges which present significant risks for the ongoing sustainability of the current community leasing approach, both for the Council and the VCS organisations involved:

- (a) Many tenants are not financially in a position to pay rent. Having been granted a rent-free period, it is difficult for tenants to start paying again.
- (b) Many tenants have entered into leases, with repairing obligations they are no longer able to fulfil and look to OCC to pick up these obligations. This presents a financial pressure for the Property budget, which cannot be sustained in the long term.
- (c) A number of tenants have raised the fact that only having a short-term lease prohibits their ability to bid for or seek grants or loans.
- (d) When notices have been served to end leases it has proved difficult, timely and costly to remove tenants.
- (e) Having let space to tenants, there has been no agreed requirement for tenants to report of the work they are doing in the community and its value. There have been examples of tenants not using the premises for the purpose intended but using the accommodation as free storage space or sub leasing the space.
- (f) The amount of time Officers spend dealing with VSC leases is considerable as often tenants are not experienced in understanding leases and managing their obligations.

Likely next steps

28. Officers are developing next steps for future Cabinet / delegated decision making. Actions under consideration include:
- 1. The Council continues to hold a dialogue with current and prospective tenants in the VCS sector about their needs to understand any issues/barriers early and prevent risks to tenancies later down the line.
 - 2. A new 'light touch' leasing policy for the VSC sector should be agreed. As the number of tenants with concessionary rents fall and leases come up for renewal a different approach needs to be adopted to meet the needs within the community. The new VCS "light touch" leasing policy could include the following:
 - a. A standard commercial lease is used to reflect the terms agreed, rather than a separate CAT lease. This would be more flexible, reflecting the needs of the tenants (i.e. longer leases) and the condition of the building.

- b. A decision to grant a lease should be based on the profit and loss assessment made for the property following a full assessment of the future repairing costs.
 - c. In circumstances where there is a desire by the council to let to a VCS tenant, the budget holder supporting the letting needs to be responsible for any rent concessions and all liabilities. Where a letting has a direct benefit to a Service area it should be the Service area who are responsible for all costs.
 - d. A reviewed policy would ensure that prospective tenants are supported to understand the obligations of the lease and to outline financial planning to support the lease. Business plans should be requested from all prospective tenants and annually reviewed once a lease has been agreed. Prospective tenants would be signposted to business development colleagues what can support with writing a strong business case and understanding the obligations of the lease. This suggestion is in line with best practice from organisations such as Locality who lead on CAT policy nationally.
 - e. An overall budget/ sinking fund should be provided for repairs to deal with repairs that VCS tenants cannot undertake. Doing this will preserve the value of OCC's assets and allow the Council's VCS tenants to remain in occupation providing services to the community.
 - f. To reduce the amount of time Officers spend dealing with rent reviews, rents should all be indexed linked with the sum increased annually. This would not only save time but would make budgeting easier as there wouldn't be potentially large increases after 5 years.
3. The Council separates Community Asset Transfers and leasing to the VSC sector with a new ownership transfer policy in addition to the new light touch leasing policy.
 4. A separate policy for rent concession as agreed in respect of all leases.

<h2>Corporate Policies and Priorities</h2>

29. Improving the Council's CAT policies is in line with the principles agreed in the VCS Strategy to support the invaluable contribution that community and voluntary groups make to local places.
30. The Council approved a Community Wealth Building action plan for 2024/2025 which includes an action to review the Council's current CAT policy(s). Community Wealth Building is an approach to economic development that

identifies land and asset management as powerful tool for leveraging wealth and assets for the use of local communities.

Financial Implications

31. There are no financial implications of this report.

Comments checked by: Drew Hodgson

Strategic Finance Business Partner, drew.hodgson@oxfordshire.gov.uk

Legal Implications

32. Local Authorities have a general duty to act prudently with their assets and this will normally involve obtaining full market value for any disposal (including leases of whatever length or transfers).

33. This duty is codified for disposals generally (other than leases of less than 7 years) in Section 123 of the Local Government Act 1972, which gives the option of an application to the Secretary of State for specific permission to make disposals at less than market value. Public subsidy control legislation has a similar effect.

34. A local authority has a general discretion under the Local Government Act 1972: General Disposal Consent (England) 2003 to make disposals which 'will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area', where the difference between the unrestricted value of the interest to be disposed of and the consideration accepted is £2m or less.

35. Decisions to exercise this discretion are open to challenge by judicial review and it is essential that valuation evidence is obtained and a defensible rationale is produced before any decision to exercise the discretion is made.

Comments checked by:

Richard Hodby, Solicitor richard.hodby@oxfordshire.gov.uk

Staff Implications

36. There are no staffing implications.

VIC KURZEJA
Director of Property and Assets

Annex: Annex 1 – The vacant properties list

Background papers: [PCSOSC July 24 - Community Wealth Building and Wider Social Value](#)

[Cabinet Sept24 - Community Wealth Building - Action Plan and Next Steps](#)

[Cabinet Oct 24 - Report of Performance and Corporate Services Overview and Scrutiny Committee \(CWB\)](#)

Contact Officer: Michael Smedley, Head of Estates Asset and Investment
michael.smedley@oxfordshire.gov.uk

November 2024

VACANT PROPERTY LIST - October 2024

Site Name	Part or Full Site	ADDRESS	COMMENTS
Maltfield House	Full	Maltfield House, 26 Maltfield Road, Headington, Oxford, OX3 9RQ	Under Offer
Blackbird Leys Library	Part	Blackbird Leys Library, Blackbird Leys Road, Oxford, OX4 6HT	Part ground and all of first floor is vacant.Occupied by Childrens Services - agile space
Staff Bungalow and Land off the Moors	Full	Staff Bungalow (together with barn and brick outbuilding), The Moors, Kidlington, OX5 2AJ	Under Offer to a charity
Greenwood LD Daytime Support	Full	Greenwood Centre, Parklands, Banbury, OX16 2BA	Future Service use being considered
Glebe House	Full	Glebe House, Mill Street, Kidlington, OX5 2EF	Contracts exchanged
Henley Day Services Centre	Full	Henley Day Services Centre, Old Trinity School, Greys Hill, Henley, RG9 1SJ	The other half of the building is let and occupied by the Trustees of the Trinity Trainer Pool. Options being considered.
Didcot Library	Part	Part of 1st floor, Didcot Library, 193 Broadway, Didcot, OX11 8RU	Library Interested in using space.
Cumnor CE School Caretakers Flat	Full	Cumnor School Flat, Oxford Road, Cumnor, Oxford, OX2 9PQ	To be used by new caretaker
Faringdon Highways Depot	Full	Youth Centre, Highworth Road, Faringdon, SN7 7EG	Being marketed
Former Faringdon Infants School Main Site, and Pre Schhol Lechlade Road	Full	former Faringdon Infant School, Lechlade Road, Faringdon, Oxon, SN7 8AH	Site being transferred to the DfE for the provision of a new SEND school.
North Farm Aston	Full	North Farm, North Street, Aston, OX18 2DJ	Planning appilcation being submitted for residential development.
Witney Resource Centre (Moorview) (VCS)	Part	Witney ITU, Moorland Road, Witney, OX28 6LF	Floor unsafe due to weight bearing capacity of joists.
Crawley Road 1B (Potters Pond)	Full	Potters Pond, 1B Crawley Road, Witney, OX28 1HX	OCC service use

Note : List excludes land

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Work Programme
Performance and Corporate Services Overview and Scrutiny Committee

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

Topic	Relevant strategic priorities	Purpose	Type	Lead Presenters
15 November 2024				
Commercial Strategy Update	All	As requested by the Committee in April, a six month update on the progress of the Commercial Strategy, particularly looking at governance arrangements to underpin the Council's commercial plans.	Overview and Scrutiny	Cllr Liz Leffman, Leader of the Council, Cllr Dan Levy, Cabinet Member for Finance Lorna Baxter, Executive Director (Resources) Ian Dyson, Director of Financial and Commercial Services
Community Asset Transfer Policy	All	To review the working of the Community Asset Transfer policy's historic performance in light of Council's decision to review and broaden its focus to include its inclusive economy aims	Overview and Scrutiny	Cllr Dan Levy, Cabinet Member for Finance Vic Kurzeja, Director of Property and Assets Robin Rogers, Director of Economy and Place

6 December 2024

Draft Budget Scrutiny	All	To consider the robustness and suitability of the Council's draft budget, and to make any observations or recommendations accordingly.	Overview and Scrutiny	All service directors and Cabinet members
County Hall Disposal Proposals	All	To consider further details over the disposal of the County Hall site.	Overview and Scrutiny	Cllr Dan Levy, Cabinet Member for Finance Lorna Baxter, Executive Director (Resources) Vic Kurzeja, Director of Property and Assets
17 January 2025				
Amended Budget Scrutiny	All	To consider the robustness and suitability of the Council's budget following any updates arising from changes to funding or consultation feedback, and to make any observations or recommendations accordingly.	Overview and Scrutiny	All service directors and Cabinet members
4 April 2025				
TBC				

Sub-groups				
Name	Relevant strategic priorities	Description	Outcomes	Members
Democratic Processes Working Group	Local Democracy	To review the key elements of support for democratic processes at Oxfordshire County Council.	Reviews the support for the council's democratic processes and makes recommendations.	Cllr Reeves Cllr Simpson Cllr Baines Cllr O'Connor Cllr Van Mierlo Cllr Bennett

Briefings/Other					
Date	Topic	Relevant strategic priorities	Description	Outcomes	Presenters
29 Nov 2024 10:00 til 12:00	Autumn Statement	All	Update on Autumn Statement, revenue and capital proposals and draft Review of Charges for 2025/26	Understanding the impacts of any changes from central government in the Autumn Statement and wider budget issues.	Lorna Baxter, Executive Director (Resources)
16 Jan 2025 14:00 til 16:00	Local Government Finance Settlement	All	Impact of Local Government Finance Settlement and other funding updates.	Clarity on as many sources of uncertainty within the budget process to date.	Lorna Baxter, Executive Director (Resources)

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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

<p>▪ Capital Programme and Monitoring Report (August Monitoring) Financial Report on capital spending against budget allocations, including any necessary capital programme approvals.</p>	Cabinet, 2024/222 - Cabinet Member for Finance
<p>▪ Local Flood Risk Management Strategy Update Agreement to the Draft Strategy in advance of public consultation.</p> <p>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.</p>	Cabinet, 2024/229 - Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations
<p>▪ 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.</p>	Cabinet, 2024/231 - Cabinet Member for Infrastructure and Development Strategy, Cabinet Member for Transport Management
<p>▪ Budget and Business Planning Report To provide background and context to the budget and business planning process for 2025/26.</p>	Cabinet, 2024/218 - Cabinet Member for Finance

<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ Oxfordshire Safeguarding Adults Board Annual Report 2023-24 To note the report and its conclusions. 	Cabinet, 2024/247 - Cabinet Member for Adult Social Care
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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

<ul style="list-style-type: none"> ▪ Household Waste Recycling Centre Network: Introduction of Booking System To seek approval for a booking system to be implemented across 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
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	Generations, 2024/269 - Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations
<ul style="list-style-type: none"> ▪ Household Waste Recycling Centres (HWRC) - New CCTV provision with ANPR cameras To approve installation of new enhanced CCTV system across all HWRC's. including new ANPR (Automated Number Plate Recognition) 	Delegated Decisions by Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations, 2024/056 - Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations
<ul style="list-style-type: none"> ▪ 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

<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ Wheatley: Proposed 20mph Speed Limits Part of Phase 3 Countywide Speed Limit Project. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/175 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ Letcombe Regis: Proposed 20mph Speed Limits Part of Phase 3 Countywide 20mph Speed Limit Project. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/151 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Shutford: Proposed 20mph Speed Limits Part of Phase 3 Countywide 20mph Speed Limit Project 	Delegated Decisions by Cabinet Member for Transport Management, 2024/169 - Cabinet Member for Transport Management

<ul style="list-style-type: none"> ▪ Goddington: Proposed 20mph Speed Limits Part of Phase 3 Countywide 20mph Speed Limit Project. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/161 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ Shenington with Alkerton: Proposed 20mph Speed Limits Part of Phase 3 Countywide 20mph Speed Limit Project. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/178 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ 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

<ul style="list-style-type: none"> ▪ Hardwick with Yelford: Proposed 20mph Speed Limits A decision is sought on the proposed 20mph speed limits. 	<p>Delegated Decisions by Cabinet Member for Transport Management, 2024/262 - Cabinet Member for Transport Management</p>
<ul style="list-style-type: none"> ▪ Kingston Bagpuize: Proposed 20mph Speed Limits A decision is sought on the proposed 20mph speed limits. 	<p>Delegated Decisions by Cabinet Member for Transport Management, 2024/261 - Cabinet Member for Transport Management</p>
<ul style="list-style-type: none"> ▪ Thame: Proposed 20mph Speed Limits A decision is sought on the proposed 20mph speed limits. 	<p>Delegated Decisions by Cabinet Member for Transport Management, 2024/260 - Cabinet Member for Transport Management</p>
<ul style="list-style-type: none"> ▪ Langford: Proposed 20mph & 30mph Speed Limits A decision is sought on the proposed 20mph & 30mph speed limits. 	<p>Delegated Decisions by Cabinet Member for Transport Management, 2024/259 - Cabinet Member for Transport Management</p>
<ul style="list-style-type: none"> ▪ 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. 	<p>Delegated Decisions by Cabinet Member for Transport Management, 2024/257 - Cabinet Member for Transport Management</p>
<ul style="list-style-type: none"> ▪ Proposed New Controlled Parking Zone - Iffley, Oxford It is the county council's policy to promote new CPZs for Oxford 	<p>Delegated Decisions by Cabinet Member</p>

<p>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.</p>	<p>for Transport Management, 2024/256 - Cabinet Member for Transport Management</p>
<p>▪ Oxford - Howard Street Proposed Amendment to a Residential Parking Place to Accommodate Cycle Access</p> <p>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.</p> <p>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.</p>	<p>Delegated Decisions by Cabinet Member for Transport Management, 2024/255 - Cabinet Member for Transport Management</p>
<p>▪ Rotherfield Peppard: Proposed 20mph Speed Limits Part of Phase 3 Countywide 20mph Speed Limit Project.</p>	<p>Delegated Decisions by Cabinet Member for Transport Management, 2024/177 - Cabinet Member for Transport Management</p>
<p>▪ Holton: Proposed 20mph Speed Limit Extension Part of Phase 3 Countywide 20mph Speed Limit Project.</p>	<p>Delegated Decisions by Cabinet Member for Transport Management, 2024/174 - Cabinet Member for Transport Management</p>
<p>▪ Cherwell Bus Service Improvement Scheme Approval to move to the next stage, following concerns over the highway impact from the Pipeline Board.</p>	<p>Delegated Decisions by Cabinet Member for Transport Management, 2024/287 - Cabinet Member for Transport Management</p>

<ul style="list-style-type: none"> ▪ Proposed Zebra Crossing - Faringdon Road, Abingdon <p>The proposal is to introduce a new zebra crossing outside St Helen & St Katherine school.</p> <p>The proposal will improve road safety by providing a safer crossing point for school children at this location.</p>	<p>Delegated Decisions by Cabinet Member for Transport Management, 2024/284 - Cabinet Member for Transport Management</p>
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Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy, 10 October 2024

<ul style="list-style-type: none"> ▪ A4095 Realignment - Procurement of Detailed Design <p>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.</p> <p>A procurement exercise will commence in order to commission detailed design</p>	<p>Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy, 2024/131 - Cabinet Member for Infrastructure and Development Strategy</p>
<ul style="list-style-type: none"> ▪ Approval to Award Contract in Respect of the Construction/Delivery of Abingdon NC5 Missing Link Active Travel Scheme <p>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.</p>	<p>Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy, 2024/272 - Cabinet Member for Infrastructure and Development Strategy</p>

Delegated Decisions by Cabinet Member for Public Health, Inequalities & Community Safety, 1 October 2024

<ul style="list-style-type: none"> ▪ Smoking Cessation Services Commissioning <p>Approval sought to commission a new smoking cessation service for Oxfordshire from July 2025</p>	<p>Delegated Decisions by Cabinet Member for Public Health, Inequalities &</p>
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	Community Safety, 2024/130 - Cabinet Member for Public Health, Inequalities & Community Safety
<ul style="list-style-type: none"> ▪ 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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CABINET – 15 October 2024

ITEM 15 – FORWARD PLAN AND FUTURE BUSINESS

Members are asked to note the following changes to the Forward Plan:

New items

**Cabinet Member
/ Decision by**

<p><i>Cabinet Member for SEND Improvement</i></p> <p>Cabinet</p>	<p>Cabinet Response to Council Motion on SEND Services by Councillor Povolotsky (Ref: 2024/324)</p> <p>To consider how Cabinet will respond to the Council motion carried at the meeting on 10 September</p>	<p>19 November 2024</p>	<p>New item</p>
<p><i>Cabinet Member for Transport Management</i></p> <p>Cabinet Member</p>	<p>St Clement's, Oxford - Bus Lane (Ref: 2024/318)</p> <p>Conversion from Experimental Traffic Regulation Order to Traffic Regulation Order for westbound bus lane on St Clements Street and Headington Hill, and associated measures</p>	<p>14 November 2024</p>	<p>New Item</p>
<p><i>Cabinet Member for Transport Management</i></p> <p>Cabinet Member</p>	<p>Tetsworth: 20mph Speed Limits (Ref: 2024/320)</p> <p>To seek approval of a proposed 20mph speed limit.</p>	<p>14 November 2024</p>	<p>New Item</p>
<p><i>Cabinet Member for Public Health, Inequalities and Community Safety</i></p> <p>Cabinet Member</p>	<p>Fire Service Industrial Action Contingency (Ref: 2024/323)</p> <p>Thames Valley collaborative approach to ensure a contingency provision of fire and rescue service staff are provided during periods of industrial action, extreme weather or other widespread emergency affecting local crewing.</p>	<p>12 November 2024</p>	<p>New Item</p>

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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.

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

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.

OCC04.05 % of people transferring from homecare to care homes.

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.



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

- 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/eyJfdHlwZSI6IIRocmVhZCIsImkljoiMjgzNzQwMzMxNTIwODE5MiJ9?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	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

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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	Clr 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	<p>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.</p>					56.96%	61.50%	●	57.14%	61.50%	●

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	★

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	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	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	<p>The annual target for the 2024/25 total surfacing program has been set at 4.4% of the network (excluding patching).</p> <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Lisa Lyons Stephen Chandler 	Cllr J Howson						34.00		!	34.00		!
OCC07.04 Number of Children and Young People accessing the Music Service	<ul style="list-style-type: none"> Kate Reynolds Lisa Lyons 	Cllr N Fawcett						8,093.00	8,100.00	★	8,093.00	8,100.00	★
OCC07.05 The number of children subject of a child protection plan	<ul style="list-style-type: none"> Lisa Lyons Stephen Chandler 	Cllr J Howson						515.00	618.00	★	516.75	618.00	★
OCC07.06 Number of Oxfordshire children we care for	<ul style="list-style-type: none"> Lisa Lyons Stephen Chandler 	Cllr J Howson						674		n/a	674		n/a
OCC07.07 % of Education Health & Care Plans completed within 20 weeks	<ul style="list-style-type: none"> Lisa Lyons Stephen Chandler 	Cllr J Howson						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	<ul style="list-style-type: none"> ■ 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 of 12% 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

			<p>beautiful and just what we wanted, thank you.</p> <ul style="list-style-type: none"> 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 ! 										
OCC10.07 Overall customer satisfaction rate for Coroners Inquest Service	Anita Bradley	Cllr N Fawcett						100%	99%	★	100%	99%	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.08 % of Children Social Care complaints (Stage 1) responded to within statutory timescales	Louise Tustian	Cllr N Fawcett	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 chase 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%	★

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 Directorate delivers 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 Page 84	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	★

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	Clr 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	
Page 86	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	★

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 Total¹	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

¹ Service areas have been updated to reflect the council's new senior management structure.

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	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

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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 in 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

² *Maintained Schools are funded by Dedicated Schools Grant

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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

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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 Automatic Number Plate Recognition to improve enforcement of moving traffic offences. Additional sites are being identified with an expectation that they will be live from October 2024.

Reserves

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.

Economy & Place

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.

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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

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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

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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	Projected Year End Variance	Variance Last Reported	Change in Variance	Projected Year End Traffic Light
	£000	£000	underspend- overspend+	%	£000	£000	Red > 1.5% Amber >1.1% <1.5% Green on track
Adult Services	250,171	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	Projected Year End Variance	Variance Last Reported	Change in Variance	Projected Year End Traffic Light
	£000	£000	underspend- overspend+	£000	%	Reporting Month £000	£000
							Red > 1.5% Amber >1.1% <1.5% Green on track
Budget held Centrally							
Capital Financing							
Capital Financing - Principal	14,933	14,933	0	0.00%	0	0	
Prudential Borrowing Recharges	-9,557	-9,557	0	0.00%	0	0	
Capital Financing - Interest	15,351	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
	£000	£000	underspend- overspend+	%	Reporting Month £000	£000	Red > 1.5% Amber >1.1% <1.5% 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	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend- overspend+	£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
		£000	£000	underspend- overspend+	£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	Variance Last Cabinet Reporting Month	Change in Variance
	£000	£000	underspend- overspend+	£000	£000
CDA3 Community Safety					
COM4-1 Community Safety Management	0	0	0	0	0
COM4-2 Fire & Rescue	26,417	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	Variance Last Reported	Change in Variance
		£000	£000	underspend- overspend+	£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	Variance Last Reported	Change in Variance
		£000	£000	underspend- overspend+	£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	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
EP1	OXLEP	0	0	0	0	0
EP2	Economy	0	0	0	0	0
EP3	Strategic Planning	696	696	0	0	0
EP4	Climate Action	1,184	1,184	0	0	0
EP5	Place Making	-1,881	-1,881	0	0	0
EP6	Innovation	303	303	0	0	0
EP7	Senior Management Team	980	980	0	0	0
EP8	Business Performance & Services Improvement	496	496	0	0	0
Total Economy & Place		1,778	1,778	0	0	0

Business Management & Monitoring Report: Environment & Highways
Position to the end of 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
		£000	£000	underspend- overspend+	£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	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend- overspend+	£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
PAPDIR	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	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend- overspend+	£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
	Sept	July	Amend the allocation of Ofsted readiness supported accomodation grant	VSMMGT	Strategic Measures	P	-570	0
				CEF3-1	Provider Services	P	691	299
CS	Sept	July	FSP Adult Facing Posts Mental Health (from 01/08/24)	VSMMGT	Strategic Measures	P	0	-990
				CEF3-1	Provider Services	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	CEF5-1	Management & Admin	P	-564	0
				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
				CEFATV	Adopt Thames Valley	T	67	-67
				CEF2-3	Childrens Social Care	T	17	0
			Invest to save project so set up the expenditure budgets for New homes for activities - T	CEF3-1	Provider Services	T	-17	0
				CEF2-3	Childrens Social Care	P	-81	0
			Invest to save project so set up the expenditure budgets for New homes for activities	CEF3-1	Provider Services	P	81	0
				CEF1-2	SEND	P	343	0
			Reversing duplicate SEN savings reallocation	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
	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
				CEF2-1	Early Help	P	-50	0
				CEF2-2	Front Door	P	50	0
				CEF2-1	Early Help	P	-357	0
CEF2-2				Front Door	P	357	0	
CEF3-1				Provider Services	T	170	-170	
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
			Community Capacity no longer in pool	SCS5	Pooled Budget Contributions	P	0	0	
				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	
			Additonal 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	Delaying 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			
				HRCDDIR	HR & Cultural Change	P	15	0			
				LGCRDIR	Law & Governance	P	11	0			
				PADIR	Property & Assets	P	20	0			
				PAPDIR	Public Affairs, Policy & Partnership	P	15	0			
				SCS1-1	Social Care Management & Practice	P	7	0			
				TDCEDIR	Trans, Digital & Customer Service	P	190	0			
				Delaying savings following the new organisational structure of T1 & 2			CORPDIR	Corporate Services	P	-155	0
							PAPDIR	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	HRCDDIR	HR & Cultural Change	T	152	0			
			PAPDIR	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	Forecast Movement	Forecast Balance at 31 March 2025	
	£m	£m	£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 ongoing and emerging pressures and longer term service demands arising from the COVID-19 Pandemic. The use of £6.1m funding from the reserve is built into the council's Medium Term Financial Plan agreed in February 2024. After taking account of the position at the end of 2023/24 £1.4m is uncommitted and available to support pressures.
Government Initiatives Reserve	3.2	-0.5	2.7	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Subtotal Revenue Grants Unapplied	44.7	-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 priorities and the Medium Term Financial Strategy.
Transformation Reserve	1.8	3.2	5.0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Zero Emissions Zone (ZEE)	1.2	0.0	1.2	This reserve holds surpluses generated by Network Coordination for the development and expansion of the ZEE 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 includes £4.0m planned balance + additional Business Rates funding of £2.0m received in 2023/24 and a further £2.2m forecast additional funding in 2024/25.
IFRS 9 (Changes in the Value of Treasury Management Pooled Funds)	0.0	5.0	5.0	New reserve created as part of the 2024/25 budget to smooth the potential impact of IFRS9 (changes in the value of Treasury Management Pooled Funds at year end) which may otherwise impact on the revenue account if the statutory override which removes changes in their value from the accounts ends on 1 April 2025.
Subtotal Risk	45.0	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	* total excluding postive balances (eg. new schools set up fund offset by High Needs Deficit)
DSG High Needs deficit within Unusable Reserve *	-55.8	-21.3	-77.1	
Total Earmarked 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	In year	In year	Latest
			£000	Adjustments / New Allocations previously reported £000	Adjustments/ New Allocations reported this time £000	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	In year	In year	Latest
			£000	Adjustments / New Allocations previously reported £000	Adjustments/ New Allocations reported this time £000	Allocation £000
	Other Children's Services Grants					
	<u>Education</u>					
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
	<u>Social Care</u>					
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	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£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	Estimate 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	Estimate 2024/25 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
U	Business Rates					
U	Section 31 Grant for Business Rate Compensation	DLUHC	19,945		1,289	21,234
U	Business Rates S31 Grant Top-Up	DLUHC	42,128			42,128
U	Revenue Support Grant	DLUHC	1,394		141	1,535
	Subtotal Business Rates		63,467	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

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R Ringfenced grant

U Un-ringfenced grant

Issued by

HO Home Office

DHSC Department of Health & Social Care

DfT Department for Transport

DfE Department for Education

DLUHC Department for Levelling Up, Housing and Communities

BEIS Department for Business, Energy & Industrial Strategy

OHID Office for Health Improvement and Disparities

DEFRA Department for Environment, Food and Rural Affairs

AC Arts Council

YJB Youth Justice Board

NDTi National Development team for Inclusion

Business Management & Monitoring Report
Position to the end of 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		0.434
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
<i>Total allocated - 31 March 2025</i>	£20.3m
<i>Unallocated budget - 31 March 2025</i>	£2.8m
<i>Reallocation of Move On Contingency to unallocated budget</i>	<i>£1.5m</i>
<i>Total unallocated budget</i>	£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 therefore 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 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

Projects	Page
All projects	2

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	<p>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</p> <p>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.</p> <p>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.</p> <p>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.</p>	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	Yellow
				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	Yellow
				E&P DDR007 - Replace c. 99 end-of-life/lease cars, vans and minibuses with electric vehicles	01/04/2024	31/03/2025	Yellow
				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	Yellow
Developing a carbon in setting strategy and action plan for net zero 2030.	Kunal Prasad	Green	<p>Work with consultants Anthesis to develop our internal carbon in setting/ offsetting strategy is progressing as planned.</p> <p>Two workshops with stakeholders held.</p> <p>1:1 engagement meetings with relevant Teams held between May & June.</p> <p>Draft offsetting/ insetting options appraisal report received from Anthesis and comments provided.</p>	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	<p>Action on Carbon and Energy in Schools programme was extended for a third year until March 2025.</p> <p>Three energy assessments have been completed to date; five are scheduled for quarter 2.; and three are due to be scheduled.</p> <p>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.</p>	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	<p>A review (gap analysis) is continuing on how we can apply PAS 2080 - carbon management in infrastructure schemes to our infrastructure and highways projects.</p> <p>An improvement plan will be developed as part of the gap analysis exercise.</p>	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 tool kit for decision making at early conception stage	01/06/2024	31/12/2024	Yellow
				E&P DDR004 Carbon Analyser Tool project Future Highways Research Group	01/06/2024	30/08/2025	Yellow
				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	Green
				E&P DDR007 Implementation of PAS2080 improvement plan	01/01/2025	31/12/2025	Green

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	
				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	
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 DDR010 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	
				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 DDR010 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	
				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	
				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	

Develop an adaptation strategy which incorporates the role of people, nature and technology in adapting and building resilience	Ariane Crampton	Green	<p>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.</p>	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					

Develop new climate engagement route map	Ariane Crampton	Green	<p>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.</p> <p>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.</p> <p>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 were 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.</p>	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.	<p>E&P DDR001 ZCOP expansion proposal agreed by county chief execs</p> <p>E&P DDR002 Launch of expanded ZCOP</p> <p>E&P DDR003 Programme update to July Environment Advisory Group</p> <p>E&P DDR004 Programme update to Sept Environment Advisory Group</p> <p>E&P DDR005 Programme update to November Environment Advisory Group x</p> <p>E&P DDR006 Programme update to January Environment Advisory Group</p> <p>E&P DDR007 Programme update to March Environment Advisory Group</p>	<p>01/06/2024</p> <p>02/02/2024</p> <p>01/07/2024</p> <p>01/09/2024</p> <p>01/11/2024</p> <p>01/01/2024</p> <p>01/03/2024</p>	<p>31/07/2024</p> <p>31/03/2024</p> <p>31/07/2024</p> <p>30/09/2024</p> <p>30/11/2024</p> <p>31/01/2024</p> <p>31/03/2024</p>	
Scope 3 Supply Chain Engagement & Expanding Emissions Reporting in annual Greenhouse Gas Report (GHG)	Franco Gonzalez Max Button	Green	<p>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.</p>	<p>E&P DDR001 Q2 2024/25 - Inclusion of emissions from 4 top emitter suppliers in 23/24 GHG report.</p> <p>E&P DDR002 Q2 2024/25 - Rerun expenditure-based carbon analysis of Supply Chain Emissions with 2023/24 data.</p> <p>E&P DDR003 Q4 2024/25 - Develop and deliver a wider supply chain engagement strategy beyond top 15 suppliers.</p> <p>E&P DDR004 Implementation of wider supply chain engagement strategy</p> <p>E&P DDR005 Expanding Supply Chain Emissions Reporting</p>	<p>01/06/2024</p> <p>01/04/2024</p> <p>01/08/2024</p> <p>01/04/2024</p> <p>01/09/2024</p>	<p>31/08/2024</p> <p>31/08/2024</p> <p>31/12/2024</p> <p>30/01/2026</p> <p>30/09/2025</p>	
Delivery of Oxfordshire Electric Vehicle Infrastructure Strategy through the OxLEVI programme	Paul Gambrell	Amber	<p>Work on the open tender continues and timing remains as previously stated:</p> <ul style="list-style-type: none"> • Tender issued – September 2025 • Contract Award – January 2025 • Contract Start – February 2025 <p>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.</p> <p>Key Progress made:</p> <ul style="list-style-type: none"> • 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. 	<p>E&P DDR003 Tender Issued</p> <p>E&P DDR004 Contract Award</p> <p>E&P DDR005 Contract Start</p> <p>E&P DDR006 Car Park charger deployment start</p> <p>E&P DDR007 On-street charger deployment start</p>	<p>01/09/2024</p> <p>01/01/2025</p> <p>01/02/2025</p> <p>01/09/2025</p> <p>01/12/2025</p>	<p>30/09/2024</p> <p>31/01/2025</p> <p>28/02/2025</p> <p>30/09/2025</p> <p>31/12/2025</p>	
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	
				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	
				E&P DDR04 Consultation on draft LNRS goes live	01/04/2024	31/10/2024	





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	
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	
				E&P DDR02 Biodiversity Action Framework approved	01/04/2024	31/07/2025	
				E&P DDR03 Biodiversity Action Plan 2025 approved	01/04/2024	31/03/2025	
				E&P DDR04 Draft Biodiversity Report complete	01/04/2024	31/12/2025	
				E&P DDR05 Draft Biodiversity Report published	01/04/2024	31/03/2025	
Climate Adaption (Tree Planting) Strategy	Andy Lederer	Green	<p>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.</p> <p>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).</p> <p>Tree Supplier Framework to be live.</p> <p>Planting sites to be identified through strategic planning by no later than 31/8/2024. Locations decided and allocated based on priorities defined as:</p> <ol style="list-style-type: none"> 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	
				E&P DDR0013 Visit all 22-23 trees to check condition / stakes & re-mulch	01/05/2024	31/05/2024	
				E&P DDR0014 Deliver watering & aftercare programme to 22-23 & 23-24 trees	01/06/2024	30/09/2024	
				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	
				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


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Key

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	Data missing
n/a	Monitoring only

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 & LGBTQ	16. Ensure recruitment advertising processes is extended to include BAME & LGBTQ	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 a representative workforce and opportunities reach all potential candidates	Review the diversity of our workforce and engage with corporate activity to ensure that our workforce is representative of the Oxfordshire population and that our employment opportunities within the sector are reaching all potential candidates.?	Law and Governance	Anita Bradley				?				?
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	★	<p>Our specific focus this year is on children and young people and we have delivered the following engagement opportunities with children and young people:</p> <ol style="list-style-type: none"> 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. <p>We have also undertaken the following engagement activities with hard to reach and underrepresented groups:</p> <ol style="list-style-type: none"> 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	★

								<ul style="list-style-type: none"> • 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). <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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	★	<p>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.</p> <p>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.</p> <p>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.</p>	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	★	<p>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.</p>	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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Action and Recommendation Tracker
Performance & Corporate Services Overview & Scrutiny Committee

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

The action and recommendation tracker enables the Committee to monitor progress against agreed actions and recommendations. The tracker is updated with the actions and recommendations agreed at each meeting. Once an action or recommendation has been completed or fully implemented, it will be shaded green and reported into the next meeting of the Committee, after which it will be removed from the tracker.

KEY	No progress reported (R)	In progress (Y)	Complete (G)
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Recommendations:

Meeting date	Item	Recommendation	Lead	Last reviewed	R/Y /G	Update/response
28/04/23	Consultation and Engagement Strategy	That at its next annual refresh of the Communications and Engagement action plan the Council strengthens its roadmap for how it will leverage its partnerships to increase the breadth of engagement by including (but not limited to) a) Creating SMART targets for partnership working b) Committing to undertake engagement processes which are representative by design	Susannah Wintersgill	11/04/24	Y	<p>Partially Accepted The council already undertakes some representative engagement activity, such as the annual residents' survey. Further representative exercises will be commissioned where appropriate.</p> <p>For budget consultation and engagement exercises, the council has for a number of years used a range of participatory and representative methods to increase the breadth of engagement, from deliberative discussion days and representative surveys to market stall events, large scale public debates and open online feedback forms. Deliberative techniques are also used to engage</p>

KEY

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Complete (G)

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Page 162						<p>children and young people, such as our full-day sounding board events.</p> <p>The consultation and engagement team work closely with partners on a range of activity. However, as part of the next annual refresh of the action plan, we will look to strengthen targets around partnership working</p> <p>Update: Over the course of the year we have extended the range of partners we work including the university, voluntary and community sector capitalising on relationships formed elsewhere in the organisation. The following are just a selection of: multiple examples SEND local area partnership Oxfordshire Conversations events for parents and carers, the Health and Wellbeing two phase consultation and engagement, budget consultation outreach discussions, upcoming EDI focus groups . The creation of SMART targets around consultation and engagement difficult, owing to their subject-dependent nature.</p>
	21/07/23	Workforce Strategy	That the Council develops specific workstreams within its Workforce Strategy, backed by targets, around attracting and supporting spouses and partners of military personnel to work for the Council, including steps taken to reinvigorate its existing commitments.	Cherie Cuthbertson	11/04/24	Y

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Complete (G)

Meeting date	Item	Recommendation	Lead	Last reviewed	R/Y /G	Update/response
Page 163						<p><i>Plans are being produced which will involve project teams with appropriate stakeholders with robust timelines for delivery and where appropriate, agreed targets. We have also committed to undertaking a comprehensive review of our current initiatives to ensure we understand what is working well and what we could do differently. This includes a review of our 'buddying' system and training on the Armed Forces Covenant as well as how we advertise and engage partners of military personnel for short- and long-term contracts of employment within OCC.</i></p> <p>Update: This review is ongoing and seeks to ensure that whatever is implemented adds the most value to services personnel.</p>
29/09/23	Social Value	That the Council clarifies the objectives it wishes to achieve through its social value policy, choosing measures and weightings which support those objectives.	Melissa Sage	11/04/24	Y	<p>Partially Accepted</p> <p><i>To establish the current set of TOMs, workshops were held across two days (one session focused on Economic and Social themes, the other session focused on the Environmental theme) to select relevant TOMs with the service areas from all across the Council, which delivered both the Master and Light set of TOMs.</i></p> <p><i>Once these were established, certain TOMs were prioritised to support the Council's stated aims and objectives. Some of these TOMs are weighted medium (x2) or high (x3), meaning the financial proxy values are doubled or tripled in the background calculators that affect a bidder's final quantitative score. This incentivises bidders to choose some of the prioritised measures to</i></p>

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Complete (G)

Meeting date	Item	Recommendation	Lead	Last reviewed	R/Y /G	Update/response
Page 164						<p><i>make up their overall social value bid response. Measures have been selected for prioritisation because they are aligned with the Council's key priorities, aims and strategic frameworks such as Climate Action and Including Everyone. This means that we are already supporting the Council's stated objectives in an appropriate, fair and proportionate way.</i></p> <p><i>Specification remains the key element for ensuring that contracts place social value at the heart of their delivery.</i></p> <p><i>In addition to the procurement social value policy, a wider organisational policy will be designed that will establish an agreed definition of social value to inform agreed measures in all decision making.</i></p> <p>Update: As can be seen above, the majority of this has been covered off through actions taken. In relation to the wider social value policy, a report from work undertaken with the Centre for Local Economic Strategies is expected in September and will outline next steps.</p>
		That the Council provides as part of its response to this recommendation a written outline of the next steps it intends to take develop and finesse its social value policy.		11/04/24	Y	<p>Accepted <i>There will be a regular review of the procurement social value policy to ensure still appropriate and applicable. This includes a regular review of the TOMs as they are updated and refreshed nationally.</i></p> <p><i>Further work is to be completed with an organisational wide approach to social value that goes beyond procurement and aims to support decision making at all levels. The policy will seek to provide an agreed</i></p>

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Meeting date	Item	Recommendation	Lead	Last reviewed	R/Y /G	Update/response
						<p><i>definition of social value so that there is consistency in our expectations of social value with agreed measures for monitoring and evaluation purposes.</i></p> <p>Update: As referenced in the recommendation above, the work on wider social value is expected to reach its next step in September with the production of a report arising from the Council's work with the Centre for Local Economic Strategies.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 165</p> <p>19/01/24</p>	Draft Customer Experience Strategy	That the Council reviews within the Customer Experience Strategy - and more widely - its use of the word 'customers' as the preferred term to refer to those in receipt of collectively paid-for public services.	Cllr Neil Fawcett; Tom Parsons	15/10/24	G	<p>Partially Accepted</p> <p>When carrying out the internal engagement for this strategy (November 2023 to January 2024) we engaged over 250 employees to review the term 'customer' and have reflected responses in a word cloud infographic in the strategy (page 8) exploring all the terms we use to describe the people we serve.</p> <p>The final definition shared in the strategy (page 9) defines customer as "any individual, group or organisation that interacts with or receives assistance, support or guidance from the council". This broad definition covers everyone, including those in receipt of services paid for by the public.</p> <p>A recent intranet article, posted on the 14th of August, covering the customer experience strategy outlined the range of customers that the council has from residents to road users and business's which showcased the broad scope of the definition.</p>

KEY

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In progress (Y)

Complete (G)

Meeting date	Item	Recommendation	Lead	Last reviewed	R/Y /G	Update/response
Page 166						We plan to discuss this further internally to finalise a definition for the council.
		That the Council takes further measures to increase public understanding of its financial limitations.			G	<p>Accepted</p> <p>Within the strategy (page 7) we have reflected on the increased demand for services with the limited budget available. This requires a shift in approach towards customers self-serving where appropriate which will direct the council to focus on more complex cases that require further support. This reduction in overall demand through a greater use of self-service will ensure we can deliver consistent customer service within finance limitations.</p> <p>We have included a graphic, also on page 7, which outlines how the council will reduce overall demand such as better early intervention, signposting and greater use of partners. This will help those who read the strategy understand the measures the council are taking to meet the challenges currently faced.</p> <p>Separate to the strategy the consultation and engagement team have created budget simulator exercises which have enabled customers to try and set their own council budgets. They have also used this tool to engage young people in conversations around public finance.</p> <p>A budget for 24/25 was simulated by 1300 people including 88 secondary school children. There were also 140 online feedback forms submitted. For the 25/26</p>

KEY

No progress reported (R)

In progress (Y)

Complete (G)

Meeting date	Item	Recommendation	Lead	Last reviewed	R/Y /G	Update/response
Page 167						budget, there have been over 1000 submissions using the budget simulator tool.
		That the Council works more closely with district/city and town/parish councils to reduce for residents the impact of the complexity of multiple layers of local authority.			G	<p>Accepted</p> <p>We have identified this internally as an issue and have recently launched our Oxfordshire Councils Charter with the districts, towns and parishes. This framework will support further conversations on improving customer experience across Oxfordshire.</p> <p>As part of the customer experience action plan, we are working with OCC communications team and partners to improve understanding around the services that the council and our partners offer through social media/resident engagement.</p> <p>Finally, an upgrade to our telephony system to an omni-channel approach (phone, email, WhatsApp etc) in November has the possibility to improve auto-redirection of customers to the appropriate service. A further update on this functionality can be provided when the new system is live.</p>
		That the Council identifies the steps it can reasonably take to extend improvements in service standards to subcontractors.			G	<p>Partially Accepted</p> <p>Since going live with the strategy, we have met with individual directorates including Environment and Place which use a large number of subcontractors to promote the principles.</p> <p>We have a communications plan for the strategy internally which includes all service areas and this</p>

KEY

No progress reported (R)

In progress (Y)

Complete (G)

Meeting date	Item	Recommendation	Lead	Last reviewed	R/Y /G	Update/response
Page 168						will allow us to embed the principles to all colleagues and subcontractors. We may explore adding information on the customer experience strategy to our subcontractor's induction period but this will be a wider piece of work.
		That the Council monitors the effectiveness of its complaints-handling as part of its Customer Experience Strategy.			G	Accepted Following feedback from this scrutiny committee we added a fifth principle to our strategy around learning from feedback. We have a dedicated improving the customer experience project to review and unify the complaints process and system which is currently live. An update on the new process/system will be shared once available. Regular updates around corporate complaints are currently shared through the business management and monitoring report.
		That the Council includes within its profiles of user groups those who are socio-economically disadvantaged, and those for whom English is a second or other language.			G	Accepted When engaging for the strategy respondents were from a range of places across the county. The 3 postcode areas we received most feedback from, were: OX16 - Banbury area (22%), OX4 - East Oxford area, including Cowley, Blackbird Leys, Rose Hill (19%), and OX28 – Witney area (9%), which coincide with where we carried out in person

KEY	No progress reported (R)	In progress (Y)	Complete (G)
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Meeting date	Item	Recommendation	Lead	Last reviewed	R/Y /G	Update/response
Page 169						<p>engagement. (The engagement report for the strategy has a postcode map.) These areas include some of our most deprived wards in the county.</p> <p>We have committed to doing more in our action plan including</p> <ul style="list-style-type: none"> • Engaging in comprehensive research that encompasses a wide range of demographics, including age, gender, ethnicity, socioeconomic status, and abilities when designing our services • Partner with local organisations, community leaders, and advocacy groups to leverage their insights which will provide context and help bridge gaps • Invest in multilingual support and translation software, clear signage, and accessible technology <p>We are working with the co production lead in the council to engage with seldom heard groups including English not as a first language and socio-economically disadvantaged groups when designing future customer-experience processes.</p> <p>In the action plan we committed to creating user profiles for training and designing process around our customers. A further update on progress will be provided at the end of year 1 of the strategy.</p>

KEY	No progress reported (R)	In progress (Y)	Complete (G)
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Actions:

Meeting date	Item	Action	Lead	Last reviewed	R/Y/G	Update/response
29/09/23	Social Value	Members to be provided the data on the number/value of contracts run by the Council which are subject to social value weightings vis a vis those which are not. Similar data around the number and value of contracts above and below £100k also to provided.	Melissa Sage	11/04/24	Y	Update: Owing to the nature of the data collected this is proving more challenging than anticipated. However, it is still being worked on, though it is likely to require greater use of assumptions than previously envisaged.

Overview & Scrutiny Recommendation Response Pro forma

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

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

Issue: Draft Customer Experience Strategy

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

Date response requested:² 27 February 2024

Response to report:

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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

Overview & Scrutiny Recommendation Response Pro forma

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
<p>That the Council reviews within the Customer Experience Strategy - and more widely - its use of the word 'customers' as the preferred term to refer to those in receipt of collectively paid-for public services.</p>	<p>Partially accepted</p>	<p>When carrying out the internal engagement for this strategy (November 2023 to January 2024) we engaged over 250 employees to review the term 'customer' and have reflected responses in a word cloud infographic in the strategy (page 8) exploring all the terms we use to describe the people we serve.</p> <p>The final definition shared in the strategy (page 9) defines customer as "any individual, group or organisation that interacts with or receives assistance, support or guidance from the council". This broad definition covers everyone, including those in receipt of services paid for by the public.</p> <p>A recent intranet article, posted on the 14th of August, covering the customer experience strategy outlined the range of customers that the council has from residents to road users and business's which showcased the broad scope of the definition.</p> <p>We plan to discuss this further internally to finalise a definition for the council.</p>

Overview & Scrutiny Recommendation Response Pro forma

<p>That the Council takes further measures to increase public understanding of its financial limitations</p>	<p>Accepted</p>	<p>Within the strategy (page 7) we have reflected on the increased demand for services with the limited budget available. This requires a shift in approach towards customers self-serving where appropriate which will direct the council to focus on more complex cases that require further support. This reduction in overall demand through a greater use of self-service will ensure we can deliver consistent customer service within finance limitations.</p> <p>We have included a graphic, also on page 7, which outlines how the council will reduce overall demand such as better early intervention, signposting and greater use of partners. This will help those who read the strategy understand the measures the council are taking to meet the challenges currently faced.</p> <p>Separate to the strategy the consultation and engagement team have created budget simulator exercises which have enabled customers to try and set their own council budgets. They have also used this tool to engage young people in conversations around public finance.</p> <p>A budget for 24/25 was simulated by 1300 people including 88 secondary school children. There were also 140 online feedback forms submitted. For the 25/26 budget, there have been over 1000 submissions using the budget simulator tool.</p>
<p>That the Council works more closely with district/city and town/parish councils to reduce for residents the impact of the complexity of multiple layers of local authority</p>	<p>Accepted</p>	<p>We have identified this internally as an issue and have recently launched our Oxfordshire Councils Charter with the districts, towns and parishes. This framework will support further conversations on improving customer experience across Oxfordshire.</p>

Overview & Scrutiny Recommendation Response Pro forma

		<p>As part of the customer experience action plan, we are working with OCC communications team and partners to improve understanding around the services that the council and our partners offer through social media/resident engagement.</p> <p>Finally, an upgrade to our telephony system to an omni-channel approach (phone, email, WhatsApp etc) in November has the possibility to improve auto-redirection of customers to the appropriate service. A further update on this functionality can be provided when the new system is live.</p>
That the Council identifies the steps it can reasonably take to extend improvements in service standards to subcontractors.	Partially accepted	<p>Since going live with the strategy, we have met with individual directorates including Environment and Place which use a large number of subcontractors to promote the principles.</p> <p>We have a communications plan for the strategy internally which includes all service areas and this will allow us to embed the principles to all colleagues and subcontractors.</p> <p>We may explore adding information on the customer experience strategy to our subcontractor's induction period but this will be a wider piece of work.</p>
That the Council monitors the effectiveness of its complaints-handling as part of its Customer Experience Strategy.	Accepted	<p>Following feedback from this scrutiny committee we added a fifth principle to our strategy around learning from feedback. We have a dedicated improving the customer experience project to review and unify the complaints process and system which is currently live. An update on the new process/system will be shared once available.</p> <p>Regular updates around corporate complaints are currently shared through the business management and monitoring report.</p>

Overview & Scrutiny Recommendation Response Pro forma

<p>That the Council includes within its profiles of user groups those who are socio-economically disadvantaged, and those for whom English is a second or other language.</p>	<p>Accepted</p>	<p>When engaging for the strategy respondents were from a range of places across the county. The 3 postcode areas we received most feedback from, were: OX16 - Banbury area (22%), OX4 - East Oxford area, including Cowley, Blackbird Leys, Rose Hill (19%), and OX28 – Witney area (9%), which coincide with where we carried out in person engagement. (The engagement report for the strategy has a postcode map.) These areas include some of our most deprived wards in the county.</p> <p>We have committed to doing more in our action plan including</p> <ul style="list-style-type: none"> • Engaging in comprehensive research that encompasses a wide range of demographics, including age, gender, ethnicity, socioeconomic status, and abilities when designing our services • Partner with local organisations, community leaders, and advocacy groups to leverage their insights which will provide context and help bridge gaps • Invest in multilingual support and translation software, clear signage, and accessible technology <p>We are working with the co production lead in the council to engage with seldom heard groups including English not as a first language and socio-economically disadvantaged groups when designing future customer-experience processes.</p> <p>In the action plan we committed to creating user profiles for training and designing process around our customers. A further update on progress will be provided at the end of year 1 of the strategy.</p>
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