



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 16 September 2025 at 2.00 pm

County Hall, Oxford, OX1 1ND

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

Martin Reeves
Chief Executive

September 2025

Committee Officer: **Chris Reynolds**

Tel: 07542 029441; E-Mail: chris.reynolds@oxfordshire.gov.uk

Membership

Councillors

| | |
|---------------|--|
| Liz Leffman | Leader of the Council |
| Neil Fawcett | Deputy Leader of the Council and Cabinet Member for Resources |
| Tim Bearder | Cabinet Member for Adults |
| Andrew Gant | Cabinet Member for Transport Management |
| Sean Gaul | Cabinet Member for Children and Young People |
| Kate Gregory | Cabinet Member for Public Health and Inequalities |
| Jenny Hannaby | Cabinet Member for Community Wellbeing and Safety |
| Ben Higgins | Cabinet Member for Future Economy and Innovation |
| Dan Levy | Cabinet Member for Finance, Property and Transformation |
| Judy Roberts | Cabinet Member for Place, Environment and Climate Action |

*The Agenda is attached. Decisions taken at the meeting
will become effective at the end of the working day on 22 September 2025
unless called in by that date for review by the appropriate Scrutiny Committee.
Copies of this Notice, Agenda and supporting papers are circulated
to all Members of the County Council.*

Date of next meeting: 21 October 2025



AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note below

3. Minutes (Pages 1 - 16)

To approve the minutes of the meeting held on 15 July 2025 **(CA3)** and to receive information arising from them.

4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am three working days before the meeting, ask a question on an item on the agenda.

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

5. Petitions and Public Address

Members of the public who wish to speak on an item on the agenda at this meeting, or present a petition, can attend the meeting in person or 'virtually' through an online connection.

Requests to present a petition must be submitted no later than 9am ten working days before the meeting.

Requests to speak must be submitted no later than 9am three working days before the meeting.

Requests should be submitted to committeesdemocraticservices@oxfordshire.gov.uk

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that if the technology fails, then your views can still be taken into account. A written copy of your statement can be provided no later than 9am on the day of the meeting. Written submissions should be no longer than 1 A4 sheet.

6. Appointments

7. Reports from Scrutiny Committees (Pages 17 - 46)

Cabinet will receive the following Scrutiny reports:-

Education and Young People Overview and Scrutiny Committee report on School Catering Service and Corporate Cleaning Contract.

People Overview and Scrutiny Committee report on Oxfordshire Employment Services.

Performance and Corporate Services Overview and Scrutiny Committee Reports on:-

- a) Hire Bike and Scooter Update
- b) Our People and Culture Strategy Update

8. Delivering the Future Together - Digital, Data and Technology (DDaT) Strategy (Pages 47 - 56)

Cabinet Member: Finance, Property and Transformation

Forward Plan Ref: 2025/126

Contact: Louise Tustian, Director of Transformation, Digital and Customer Experience
(Louise.Tustan@oxfordshire.gov.uk)

Report by Director of Transformation, Digital and Customer Experience (**CA8**).

The Cabinet is RECOMMENDED to

Adopt the Digital, Data and Technology (DDAT) Strategies 2025-2028.

9. HR and Cultural Change Quarterly Employee Data Report - Quarter 1 2025-26 (Pages 57 - 76)

Cabinet Member: Resources and Deputy Leader

Forward Plan Ref: 2025/032

Contact: Cherie Cuthbertson, Director of HR and Cultural Change
Cherie.cuthbertson@oxfordshire.gov.uk

Report of the Executive Director of Resources and Section 151 Officer (**CA9**)

Cabinet is RECOMMENDED to note the report.

10. Treasury Management Quarter 1 Report (Pages 77 - 92)

Cabinet Member: Finance, Property and Transformation

Forward Plan Ref: 2025/192

Contact: Tim Chapple, Treasury Manager
Tim.chapple@oxfordshire.gov.uk

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

Cabinet is **RECOMMENDED** to note the council's treasury management activity at the end of the first quarter of 2025/26.

11. Business Management & Monitoring Report -- Performance and Risk Quarter 1 2025-26 (Pages 93 - 146)

Cabinet Member: Finance

Forward Plan Ref: 2025/100

Contact: Kathy Wilcox, Head of Corporate Finance

Kathy.wilcox@oxfordshire.gov.uk

Report by Executive Director of Resources and Section 151 Officer **(CA11)**

THE CABINET is RECOMMENDED to:

- a) **Note the report and annexes.**
- b) **Approve the allocation of Homes for Ukraine grant funding as set out in Annex C.**

12. Capital Programme Update - September 2025 (Pages 147 - 150)

Cabinet Member: Finance

Forward Plan Ref: 2025/080

Contact: Natalie Crawford, Capital Programme Manager

Natalie.crawford@oxfordshire.gov.uk

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

The Cabinet is RECOMMENDED to:

- a. **approve the inclusion of Grove Airfield Primary School (Phase 2 of Grove Airfield Development) into the capital programme with an indicative budget of £1.600m**
- b. **approve £2.400m to enable the purchase of two new buildings to facilitate staff relocation**

13. Forward Plan and Future Business (Pages 151 - 158)

Cabinet Member: All

Contact Officer: Chris Reynolds, Senior Democratic Services Officer,

chris.reynolds@oxfordshire.gov.uk

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted at the following meeting". Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA13** . This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

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

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

14. For information only: Cabinet responses to Scrutiny recommendations (Pages 159 - 176)

Education Act 1996 (Section 19) – Response to the report of the Local Government and Social Care Ombudsman

Education other than at School (EOTAS)

Home to School Transport Policy

Transport Working Group

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.