

**CABINET**  
**18 November 2025**

**BUSINESS MANAGEMENT AND MONITORING REPORT**  
**PERFORMANCE & RISK**  
**Quarter 2 2025/26**

**Report by the Executive Director of Resources & Section 151 Officer**

**RECOMMENDATION**

**1. The Cabinet is RECOMMENDED to:**

- a) Note the report and annexes.
2. The business management and monitoring reports are part of a suite of performance, strategic risk and finance documents which set out the council's ambitions, priorities, and financial performance.
3. This report sets out the Quarter 2 2025/26 performance and Strategic risk overview for the council. Further information is provided in the following annexes to the report:
  - Annex A – Performance
  - Annex B – Performance analysis by strategic priority
4. Following the election in May 2025, officers worked with the new administration to develop and finalise a strategic plan for 2025-28, focussing on the vision to make Oxfordshire a greener, fairer and healthier county.
5. It is envisaged that by the end of the calendar year 2025, the council will have published a performance and risk dashboard, enabling all interested parties to review the progress in the Council's performance against the strategic plan and strategic risk management.

**Strategic Risk - Summary Position**

6. The risk section of this report is focussed on the Council's strategic risk register. Currently the register contains 6 strategic risks.

<b>SR01</b> Financial Resilience	<b>SR09</b> Delivering the future together (DTFT)
<b>SR03</b> Housing Infrastructure (HIF1)	<b>SR10</b> Climate Impact
<b>SR05</b> Special Educational needs and disabilities SEND	<b>SR13</b> SEND Sufficiency

*Table 1: Strategic risks included in the strategic risk register as at 30 September 2025*

Strategic risk heatmap, as at 30 September 2025.

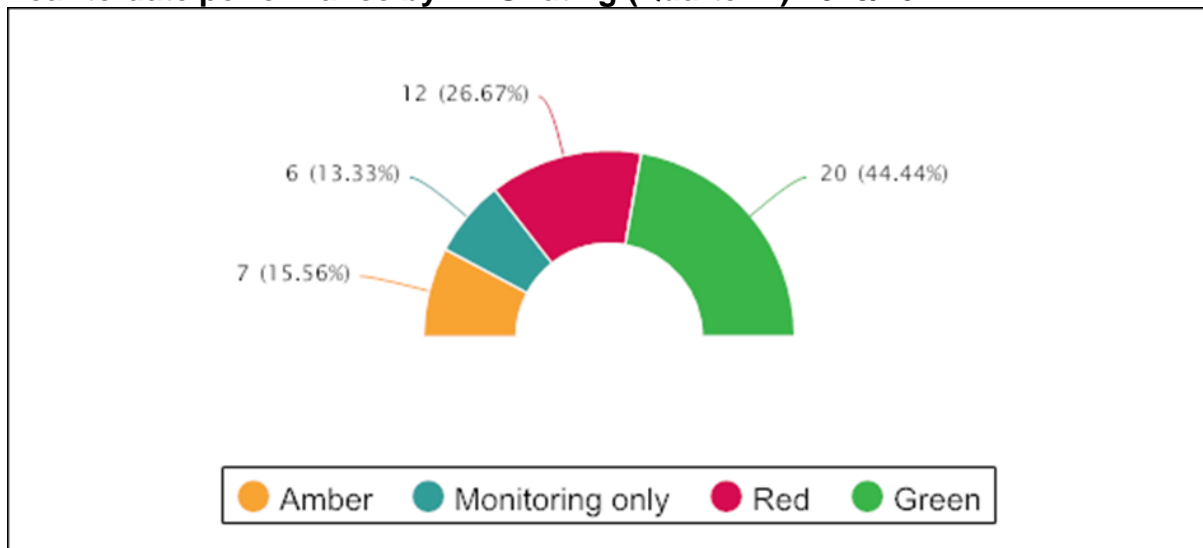


Image 1: Shows the current rating of our six strategic risks as of 30 September 2025.

- For additional information regarding the performance and management of the strategic risk register, please refer to the Strategic Risk Management and Summary sections of this report.

## Performance Overview

### Year to date performance by RAG rating (Quarter 2) 2025/26



Graph 1: Year to date performance by RAG rating for Quarter 2 2025/26

- The performance section of this report concentrates on performance measures reporting Red (off target), or Amber, (slightly off target) for the year-to-date position. The full performance report is included in Annex A.
- Throughout the reporting year, there are a variety of reporting periods, including monthly, bi-monthly, quarterly, and annual. Therefore, the number of measures

reported can vary across the year. As of the end of Quarter 2 of 2025/26, 47 measures were rated as follows:

- 20 (44.44%) measures rated as Green (meeting or exceeding target).
- 7 (15.56%) measures rated as Amber (narrowly missing target for 2+ months)
- 12 (26.67%) measures rated as Red (significantly off target)
- 6 (13.33%) measures rated as Monitoring only (Monitoring only with no target)
- 2 measures data unavailable. Due to technical issues outside of our control, we are unable to report for this quarter.

### Complaints and Freedom of Information (FOI) Requests (Quarter 2 2025/26)

- The customer service team are refining their data processes and will supply an update in Quarter 3. This is to avoid complication and give a clearer picture of the situation regarding complaints and FOIs.

### Strategic Risk Management

- 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. 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.

Status Indicator	Status Description
High	Residual risk rating is high (Score 16 and above)
Medium	Residual risk rating is medium (Score 10-15)
Low	Residual risk rating is low (Score 1-9)

Table 2: Strategic Risk Key for September 2025

### Strategic Risk Overview

Risk Title	Inherent Risk Score	Inherent Risk Rating	Residual Risk Score	Residual Risk Rating	Effectiveness of Controls
SR10 Climate Impact	25	High	20	High	Partially Effective
SR09 Delivering the Future Together	25	High	16	High	Substantially Effective
SR01 Financial resilience	25	High	12	Medium	Substantially Effective
SR03 Housing Infrastructure (HIF1)	16	High	12	Medium	Substantially Effective

SR13 SEND Sufficiency	25	High	9	Low	Partially Effective
SR05 Special educational needs and disability (SEND)	25	High	20	High	Substantially Effective

Table 3: Strategic Risk Overview September 2025

## Strategic Risk Summary

12. Out of the six strategic risks, all remained static in their residual risk scores from July 2025 to September 2025.

The Performance and Insight team are working with all risk and control owners to review their control measures and control effectiveness, facilitating an improvement to identifying mitigation and risk management of all strategic risks.

## Performance Measures in Development

13. The following performance measure remains in development with service colleagues.

KPI Name
OCC07.08 Percentage of children with an education, health, and care plan (EHCP) supported in mainstream education

Table 4: Measures in development for 2025/26

## Performance Measures where the Year to Date (YTD) rating is Red or Amber

14. Table 5 shows all the measures that have a year to date (YTD) performance of Red or Amber. Annex B contains graphs and the accompanying commentary on each of these measures. There are six measures reporting as Amber and twelve measures reporting as Red for this Quarter.
15. Additional detail for the finance measures can be found in the report to Cabinet dated 21 October 2025.

KPI Name	Period RAG rating	YTD RAG rating
OCC01.03 Total % of household waste which is reused, recycled or composted	Red	Red
OCC03.06 % of births that have received a face-to-face New Birth Visit, by the age of 12 months old	Amber	Amber
OCC04.01 % of people who received short-term services during 25/26 with no further support request	Red	Red
OCC05.03 KM of footway / cycleway maintenance undertaken	Red	Red
OCC05.07 Percentage of gullies cleaned against the annual cyclical gully programme	Red	Red
OCC05.08 Highways - Number of non-chargeable defects (NCD) identified (works not completed as instructed or failed due to workmanship)	Red	Red
OCC05.09 Length of roads identified as in need of repair, restored to a good condition	Amber	Amber

OCC07.01 % of education health and care plans (EHCPs) completed within 20 weeks (excluding exceptions)	Amber	Amber
OCC07.03 Percentage of children we care for living in county/within 20 miles	Amber	Amber
OCC07.10 Rate of permanent exclusions (cumulative through academic year)	Amber	Amber
OCC07.11 Percentage of young people aged 16-18 who are in education, employment or training	Red	Amber
OCC09.01 Percentage of businesses that were either compliant when visited or brought into compliance during the period (Trading Standards)	Amber	Amber
OCC11.01 Overall forecast revenue variance across the Council	Red	Red
OCC11.02 Achievement of planned savings	Red	Red
OCC11.06 Total Outturn variation for DSG funded services (high needs)	Red	Red
OCC11.09 Invoice collection rate - Corporate Debtors	Red	Red
OCC11.10 Debt requiring impairment - Corporate Debtors	Red	Red
OCC11.11 Debt requiring impairment - Adult Social Care contribution debtors	Red	Red
OCC11.12 Invoice Collection Rate - Adult Social Care contribution debtors	Red	Red

Table 5: Performance (YTD RAG rating of Red or Amber) by reporting priority.

## Financial Implications

16. The report provides an overview of the council's service performance and strategic risks which contribute to council's financial position and resilience. The assessed risk for SR05 Special Educational Needs and Disability has maintained as red. There is also an increase in the deficit against High Needs Dedicated Schools Grant in performance measure OCC11.06 Total Outturn variation for DSG funded services. This was £60.6m in the report to Cabinet in October 2025 and expected to increase further in the next update to Cabinet in January 2026.
17. Further information on how High Needs deficits will be managed in future is expected later in the year along with a White Paper on SEND reform. However, the growing deficit, and scale of the increase in 2025/26, means this is a significant risk to the council's on-going financial resilience.

Comments checked by:  
Kathy Wilcox, Head of Corporate Finance

## Legal Implications

18. The Council's constitution at Part 3.2 (Budget and Policy Framework) sets out the obligations and responsibilities of both the Cabinet and the Council in approving, adopting, and implementing the council's budget and policy framework.
19. 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 the risk,

performance and financial position for the Council as at 30 September 2025 as part of its fiduciary duty to implement budgetary controls and monitoring.

Comments checked by: Jay Akbar, Head of Legal and Governance Services.

Contact Officers:

Louise Tustian, Director Transformation, Digital, Data and Customer Experience