

## 18 July 2023 CABINET REPORT

### BUSINESS MANAGEMENT AND MONITORING REPORT

May 2023

Report by the Director of Finance

#### RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to

- a) note the report and annexes.
- b) approve the virement requests in Annex B-2a.
- c) approve the use of £2.0m from the Transformation Reserve to fund the council's Delivery Unit and associated costs associated with transformation and driving efficiency.
- d) note the use of £0.1m funding held in the COVID-19 reserve to further extend capacity needed within the Information Management team within Governance to support the council's ability to respond to Subject Access Requests (SARs) and approve the use of £1.5m one – off funding to support pressures in Children's Social Care in 2023/24.
- e) agree the overall allocation of Homes for Ukraine grant funding as set out in Annex B-6 and authorise the Director of Finance to finalise the agreements with the City and District Councils following consultation with the Leader of the Council and the Cabinet Member for Finance.
- f) approve the write-off of four unrecoverable social care debts with a combined total of £0.070m as set out in Annex B paragraph 93.

#### Executive Summary

2. The business management and monitoring reports are part of a suite of performance, risk and budget documents which set out our ambitions, priorities, and financial performance. The [2023 – 2025 Strategic Plan](#) sets out the Council's ambitions for the next three years. It also shows our priority activities for the current financial year.
3. This report presents the May 2023 performance, risk, and finance position for the council.
4. Further information is provided in the following annexes to the report:
  - Annex A: Performance as at May 2023
  - Annex B: Finance as at May 2023
  - Annex C: Voluntary and Community Sector Action Plan 23/24
5. The performance section of this report concentrates on performance exceptions (measures reporting Red (off target), or Amber, (slightly off target, Amber for the last two consecutive months). The full performance report is included at Annex A.

## Performance Overview

6. The Outcomes Framework for 2023/24 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.
7. As at the end of May 2023 the indicators were rated as follows:

Reporting Period	Green	Amber	Red	Monitoring only/Data Unavailable	Total
Monthly	27	6	4	7	44

Table 1: Summary of May 2023 performance for all measures. RAG = Green = meets or exceeds target, Amber = misses target by narrow margin and Red = misses target by significant margin.

8. 27 (61%) of the measures were reported as Green (meeting or exceeding target) in May. Six (14%) were rated as Amber (misses target by narrow margin), of which all six were Amber for 2+ months. Four (9%) measures were rated as Red (misses target by significant margin).
9. This bi-monthly Cabinet report is the first of the new reporting year 2023/24. The number of **monthly** measures assessed as Green has increased compared to April 2023 (12). The number of measures assessed as Red has remained static compared to April (4). The table below compares monthly measures for the 2023/24 reporting year.

Monthly Comparison	Green		Amber		Red		Monitoring Only/Data Unavailable		Total
April 2023	12	38%	5	16%	4	12%	11	34%	32*
May 2023	27	61%	6	14%	4	9%	7	16%	44

Table 2: Comparison of monthly reporting measures for Financial Year 2023/24. \*April 2023 does not include measures from priority OCC11 (finance).

10. Table 3 lists the four measures reporting as Red at the end of May 2023. Full details can be found in Annex A.

Performance measures reporting Red for May 2023 (four measures)
OCC01.02: Total No. of streetlights fitted with LED Lanterns
OCC01.07: Total % of household waste which is reused, recycled or composted
OCC11.02: Achievement of planned savings
OCC11.11: Debt requiring impairment - ASC contribution debtors

Table 3: Red RAG Status Measures May 2023 Reporting Period

11. Table 4 indicates the direction of travel of measures compared to April 2023:

Status changes – April 2023 to May 2023	
Red to Green	OCC09.02: Participation in innovation funding bids or new projects in support of Living Oxfordshire
Amber to Green	No change
Red to Amber	No change
Green to Amber	No change
Amber to Red	OCC01.02: Total No. of streetlights fitted with LED Lanterns OCC01.07: Total % of household waste which is reused, recycled or composted
Green to Red	No change

Table 4: Change in Performance across April 2023 to May 2023.

### Performance Exceptions

12. This section of the report details all measures reporting Red or Amber status (*consecutive for two months*) with extracted supporting commentary from the Directorate, the full commentary can be seen at Annex A. For May 2023, there are five Red and six Amber measures classified as exceptions.

### 13. Priority OCC01: Put action to address the climate emergency at the heart of our activities

This priority has three measures reported in May 2023: two Red and one ‘monitoring only’

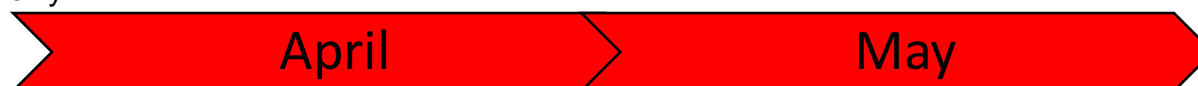


Figure 1: Priority OCC01 Monthly performance for 2023/24 financial year

Measure:	April Status:	May Status:	Director:
OCC01.02: Total No. of streetlights fitted with LED Lanterns	Amber	Red	Bill Cotton
OCC01.07: Total % of household waste which is reused, recycled or composted	Amber	Red	Bill Cotton

Table 5: Priority OCC01 Measure Exceptions - May 2023

**OCC01.02:** The LED replacement project has delivered in excess of 85% of the original works that had already been forecasted to be completed. This project was agreed to cover 22-24 with a total target of 25,150 LED replacements to be undertaken. Splitting this across the two years, In 22/23 the target was 20,950, actual LED replacement units completed were 22,390. In 23/24 the target is 4200, with actual LED replacement units completed as of 31 May 2023 totalling 1,339.

The outstanding works have had to be rescheduled due to the availability of staff resource's, materials/equipment and noticing/booking of road space and the local electricity board for connection/service alterations etc. We have also had to factor in other major works on the public highway to minimize any disruption to residents.

The heritage columns and lanterns are historic style cast iron and copper equipment that were installed originally when gas lamps were first introduced in Oxford and

surrounding areas back in the 1850s. These are usually situated in conservation areas or historic locations across the county. These historic heritage columns and lanterns require either new LED gear or reproduction replacements of the original equipment. Testing of the cast iron columns is also essential to ensure all safety measures are complied with.

**OCC01.07:** Target 61.50% forecast 56.74% as at 31 May 2023. Waste performance is reported a month in arrears and the figure reported is the forecast end of year performance for 2023/24. Defra's recently published (March 23) statistics for Waste Disposal Authorities for 2021/22 confirmed Oxfordshire first for the overall percentage of waste reused, recycled or composted with a recycling rate of 58.2%, compared to Devon in second place at 55.1%, and Surrey 3rd at 54.4%. However, the indicator is below target because recycling rates have plateaued for some time despite continued behavioural change campaigns and encouraging residents to use the exiting recycling collections better. In the meantime, campaign work to inform residents and encourage behaviour change is continuing.

**14. Priority OCC04: Support carers and the social care system**

This priority has eight measures reported in May 2023: three Green, two Amber and three 'monitoring only'



Figure 2: Priority OCC04 Monthly performance for 2023/24 financial year

Measure:	April Status:	May Status:	Director:
OCC04.04: % of residents aged under 65 receiving ASC who manage their care by using a direct payment	Amber	Amber	Karen Fuller
OCC04.05 % of older residents who receive long term care and are supported to live in their own home	Amber	Amber	Karen Fuller

Table 6: Priority OCC04 Measure Exceptions - May 2023

**OCC04.04:** Performance remains in line with the national position. 11 people would need to transfer to direct payments in the year to be on target.

There are 3 key actions to stabilise this measure:

1. Review of individual team performance at the monthly performance board
2. The Adult Social Care forum asks if a Direct Payment has been considered for each new service recipient and we use this data to understand barriers to uptake of direct payments
3. Increased communications to teams to actively promote direct payments

**OCC04.05:** The number of older people supported to live at home continues to increase, as does the number of hours of support provided overall. Performance is marginally below the 60% target, but this is not a significant concern as some fluctuation is expected.

### 15. Priority OCC07: Create opportunities for children and young people to reach their full potential

This priority has seven measures reported in May 2023: three Green, two Amber and two 'monitoring only'



Figure 3: Priority OCC07 Monthly performance for 2023/24 financial year

Measure:	April Status:	May Status:	Director:
OCC07.03: Number of multi-agency strength & needs assessment completed in Oxfordshire	Amber	Amber	Anne Coyle
OCC07.05: The percentage of children in residential care	Amber	Amber	Anne Coyle

Table 7: Priority OCC07 Measure Exceptions - May 2023

**OCC07.03:** A target of 7500 early help assessments has been agreed by the children's trust for the year. Last year 3599 early help assessments were shared with the council. This years 7500 target will need this to double. The figures in the first 2 months of this year are 17% higher than the same two months last year. New Assistant Director post is being recruited to, to lead on this work with partners.

**OCC07.05:** The number of children supported in residential care home placements has dropped in the month, but with the fall in total numbers there has been no change in the percentage figure. Our priorities for the year include:

- Converting OCC building to provide 11 beds of supported accommodation for 16-17 unaccompanied asylum-seeking children (UASC)
- Launching a 16+ supported housing framework in July 2023
- Uplift fostering fees in line with government recommendations of 12%
- To increase number of in-house foster carers through targeted campaigns
- Commissioning the following services for children & young people (CYP) with complex needs
  - 4 solo beds within Oxfordshire or surrounding local authority (LA) areas
  - Setting up two solo / small homes under the DfE programme to be run by OCC
  - Changing an existing children's home with Homes 2 Inspire to a solo / small children's home
- Increasing in-house children's homes placements by 16
- Increasing the cross regional block contract by 3 beds
- Commissioning new solo bed contract in Oxfordshire or surrounding LA areas

### 16. Priority OCC10: Running the business - Customer Contact

This priority has nine measures reported in May 2023: five Green, one Amber and three Red.

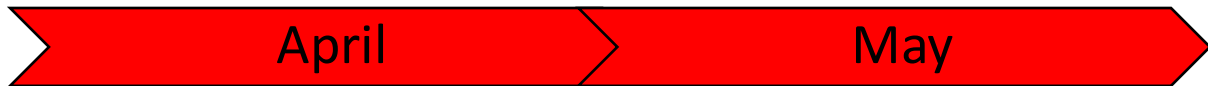


Figure 4: Priority OCC10 Monthly performance for 2023/24 financial year

Measure:	April Status:	May Status:	Director:
OCC10.05: The percentage of customer telephone calls abandoned at the Customer Service Centre	Amber	Amber	Mark Haynes

Table 8: Priority OCC10 Measure Exceptions - May 2023

**OCC10.05:** Calls during May increased by 18% compared to April but were down 9.5% compared to May 2022. The abandonment rate increased by 2% compared to April. We also dealt with 5,645 outbound calls, 180 webchats and 6 social media contacts from the official OCC Twitter & Facebook pages, and 10,716 emails.

### 17. Priority OCC11: Running the business - Finance

This priority has 15 measures being reported in May 2023: 12 Green, one Amber, two Red.

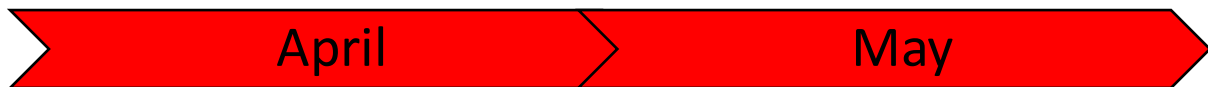


Figure 5: Priority OCC11 Monthly performance for 2023/24 financial year

Measure:	April Status:	May Status:	Director:
OCC11.02: Achievement of planned savings	N/A	Red	Lorna Baxter
OCC11.11: Debt requiring impairment - ASC contribution debtors	Red	Red	Lorna Baxter

Table 9: Priority OCC11 Measure Exceptions - May 2023

Please refer to Annex B for additional information relating to OCC11: Running the business - Finance.

### Performance Highlights

18. This section of the report concentrates on a number of highlights achieved this period in delivering our strategic priorities.

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

#### Oxfordshire at top of national recycling table for ninth year

For the ninth year in a row, residents in Oxfordshire have topped the table nationally when it comes to recycling, reusing and composting. Oxfordshire County Council has again been named the best performing county council waste disposal authority in England. In 2021 - 22, residents recycled, reused or composted 58.2 per cent of their household waste, according to the latest government figures. But despite this success,

the council said it is not complacent and will continue to look for ways to improve its figures even further. The total amount of household waste produced in Oxfordshire was 301,902 tonnes for 2021 - 2022. And 150,086 tonnes were reused, recycled and composted, which created a carbon benefit equivalent to 121,308 tonnes of carbon dioxide compared to disposing of it through landfill.

Oxfordshire's five district and city councils, which operate the kerbside collections, also achieved excellent results in their national category. South Oxfordshire and Vale of White Horse came second and fourth respectively with recycling rates of 62.7 per cent and 61.9 per cent, while West Oxfordshire, Cherwell, and Oxford City councils were all in the top performing 22 per cent. Along with the county council, the district and city councils make up the Oxfordshire Resources and Waste Partnership (ORWP) – a collaborative partnership which works together to improve recycling and waste management services for residents.

### **Tackle inequalities in Oxfordshire**

**“Without Pete, I wouldn't be here”**

**How a council support service changes the lives of people with autism**

For **Aidan Ratnage**, finding a permanent job had been a challenge. After being diagnosed with autism in his early twenties, Aidan had several unsuccessful job interviews and struggled to find employment that really suited him. But with the help of Oxfordshire County Council's specialised autism employment support service, the 27-year-old from Abingdon has been working full time since December 2021. Aidan is one of more than sixty people who have been supported by the autism employment programme since it started in January 2020. It offers employment coaching - including support to develop confidence and clear job aspirations - as well as help to write CVs, fill in forms and practice interview skills. In the last year, the service has helped 17 neurodivergent people find paid employment, with 12 people – like Aidan –staying in the job permanently. Funding has now been confirmed for the programme until March 2025.

### **Prioritise the health and wellbeing of residents**

**Renewal of joint funding agreement for health and social care together in Oxfordshire**

Thousands of residents across Oxfordshire will benefit from a £400 million joint funding agreement between the NHS and Oxfordshire County Council. Health and social care leaders in Oxfordshire have confirmed their joint commitment to making best use of a £400m budget to provide safe, effective, and sustainable community-based care for people across the county, funding dozens of programmes for people and communities. Oxfordshire County Council and the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (BOB ICB) have renewed the s75 funding agreement which pools a significant amount of NHS and local authority funds under the Better Care Fund to support people aged 18 – 65 with learning disabilities and autism, mental health and eating disorders, continuing health care among many more. The funds also support older people with dementia, carers, frail people at risk of avoidable hospital admission, other preventative services and care for those being discharged from hospital. These programmes are designed to support people to maintain as much

independence and good health as possible, stay supported in their homes and communities and stay out of hospital. The s75 agreement was first agreed between the council and the original NHS clinical commissioning group (CCG) in 2013. The ICB has replaced CCGs, and this is the first s75 agreement it has signed. BOB ICB is the new NHS organisation responsible for developing plans to meet the health and care needs of local people, managing the NHS finances and arranging for the provision of health services. The agreement underpins the development and implementation of the Integrated Commissioning Team for Health, Education and Social Care [HESC] hosted by the council and funded jointly by the council and the ICB.

### **Support carers and the social care system**

#### **Award winning carers making a difference in Oxfordshire**

The very best carers in Oxfordshire have been celebrated at an awards ceremony on Monday (24 April) bringing together unpaid carers, the community and voluntary sector, and statutory and independent care providers. Organised by Oxfordshire Association of Care Providers (OACP) and hosted in partnership with Action for Carers Oxfordshire and Age UK Oxfordshire, **the Oxfordshire Care Awards** were held on Monday (24 April) at the Voco Oxford Thames Hotel in Sandford-on-Thames under the tagline 'inspiration for all'. Oxfordshire County Council co-sponsored the event.

### **Invest in an inclusive, integrated, and sustainable transport network**

#### **Seven more 20mph applications approved as applications top 200 in first year**

**Abingdon among latest areas to get approval.** Abingdon has become the latest major Oxfordshire town to adopt 20mph speed limits in residential areas to create safer, healthier and quieter streets. It was one of seven communities to have applications for 20mph limits approved by Oxfordshire County Council's Cabinet Member for Highway Management Councillor Andrew Gant and Council Leader Cllr Liz Leffman on 27 April. The 20mph programme also fits in with the council's [Vision Zero](#) policy, which aims to eliminate all deaths and serious injuries from Oxfordshire's roads by 2050.

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

**Large majority of Oxfordshire parents and children offered first choice primary for 2023/24.** A total of 93.55 per cent (6,729) of applicants have been awarded their first choice for starting infant or primary school in Oxfordshire. Last year's figure was 91.49 per cent (6,459), which means a higher number of parents across the county have been offered their first choice of primary school for 2023/24. A total of 99.01 per cent (number 7,120) have been offered one of the four choices they listed on their application. The percentage receiving a first choice of primary school in England in 2023 is not yet known. However, Oxfordshire's percentage receiving a first choice is generally better than the national average. This year there are 7,189 Oxfordshire children who need school places for September 2023. This is 129 more than last year when 7,060 Oxfordshire children needed school places.

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



**Banbury business prosecuted for selling illegal e-cigarette to a child.** The owner of a convenience store in Banbury has been prosecuted for selling a disposable e-cigarette to a child, following an investigation carried out by Oxfordshire County Council's trading standards service. The business sold the disposable e-cigarette, sometimes known as a 'puff bar' or 'vape pen', to a 16-year-old test purchaser in March 2022, despite the legal age limit for the sale of e-cigarettes being 18 and over.

### Play our part in a vibrant and participatory local democracy

**Plans agreed for further engagement on Oxford United stadium proposal.** Oxfordshire County Council's cabinet has received updates on proposals for an Oxford United stadium near Kidlington – including a summary of stakeholder engagement held in April and May and plans for public engagement in June and July. Details of what was discussed by cabinet at its May 23 meeting can be found in the [report](#).

### Strategic Risk Management Overview

19. 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.
20. The table below provides an overview of the current strategic risk position. Strategic risks are reviewed on a monthly basis as part of the Business management and monitoring process. Risks can be added and escalated at any time during the year.

Risk Name	Risk Description	Inherent Score	April Residual Risk Score	May Residual Risk Score	May Residual Risk Rating	Direction of Travel
01. Financial Resilience	The council is not financially sustainable in the immediate/medium term.	25	15	15	●	➡
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. Capital Projects	Major Infrastructure Portfolio schemes become undeliverable.	16	12	16	▲	↔
04. Demand Management - Adult	The council is unable to provide the appropriate level of support for people to live well and independently in their community, remaining fit, and healthy for as long as possible.	16	9	12	●	↔
05. Demand Management - Children	Level of statutory activity required by the council in relation to meeting children's needs results in significant overspend.	25	16	16	▲	➡
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.	16	12	9	★	⬇️

Table 10: Strategic Risk Overview for May 2023 Update

### Financial Position

21. As shown below there is a forecast Directorate overspend of £5.3m (0.9%). The overall forecast variation is breakeven after taking account of additional interest on balances and the use of funding held in contingency and the COVID-19 reserve.

	Latest Budget 2023/24	Forecast Spend 2023/24	Forecast Variance May 2023	Variance May 2023
	£m	£m	£m	%
Adult Services	226.9	226.9	0.0	0.0%
Children's Services	169.3	172.4	3.1	1.8%
Environment & Place	74.5	75.1	0.6	0.8%
Public Health	2.2	2.2	0.0	0.0%
Community Safety	24.8	24.8	0.0	0.0%
Resources	69.7	71.3	1.6	2.3%
<b>Directorate Total</b>	<b>567.4</b>	<b>572.7</b>	<b>5.3</b>	<b>0.9%</b>
<b>Budgets Held Centrally</b>				
Capital Financing	28.4	28.4	0.0	0.0%
Interest on Balances	-16.7	-17.2	-0.5	3.0%
Inflation (pending agreement of 2023/24 pay award)	9.3	9.3	0.0	0.0%
Contingency	12.4	9.1	-3.3	-29.6%
Un-ringfenced Specific Grants	-41.5	-41.5	0.0	0.0%
Insurance	1.4	1.4	0.0	0.0%
Contribution from COVID-19 reserve	-7.4	-8.9	-1.5	20.3%
Contribution from Budget Priority Reserve	-2.3	-2.3	0.0	0.0%
Contributions to reserves	20.1	20.1	0.0	0.0%
Contribution to balances	7.6	7.6	0.0	0.0%
<b>Total Budgets Held Centrally</b>	<b>11.3</b>	<b>6.0</b>	<b>-5.3</b>	<b>-49.6</b>
<b>Net Operating Budget</b>	<b>578.7</b>	<b>578.7</b>	<b>0.0</b>	<b>0.0%</b>
Business Rates & Council Tax funding	-578.7	-578.7	0.0	0.0%
<b>Forecast Year End Position</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Table 11: OCC Forecast Financial Position May 2023

22. At this early stage in the financial year there are a range of forecasts due to significant risks and uncertainties that could impact on the final position, particularly for Children's Social Care and the Pooled Budgets within Adult Services. The forecast reflects the more challenging position for 2023/24 than when the budget was set in February 2023, based on estimates in the autumn of 2022 and the continuing impact of the 2022/23 outturn position which was an overspend of £13.4m. The Council's Management Team are working to ensure that collective and sustained action to manage within the agreed budget is identified, agreed and monitored.
23. The Provisional Revenue Outturn 2022/23 report to Cabinet in June 2023 set out that 43% of savings built into 2022/23 budgets were achieved. It is really important that sustained action is taken to ensure that both existing planned savings and new budget reductions are achieved in 2023/24 and a concerted focus is being placed on this.

24. After taking account of the forecast position balances would remain at the £30.2m risk assessed level.
25. The forecast 2023/24 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £18.3m and is in line with the budget agreed by Cabinet in May 2023. The CIPFA code of practice requires negative High Needs DSG balances to be held in an unusable reserve. The forecast deficit would increase the negative balance held in this reserve from £41.1m as at 31 March 2023 to £59.4m as at 31 March 2024.
26. Annex B sets out further details and commentary on the Finance position.

### **Voluntary and Community Sector Action Plan 2023/24**

27. The Oxfordshire County Council Voluntary and Community Sector (VCS) Action Plan (Annex C) exists to implement the aims and commitments as set out in the VCS 2022 – 2027 Strategy and was approved by Cabinet in July 2022. The strategy sets out the council's framework to support a sustainable VCS through co-production and partnership working, shaped by five key priority areas:
- Collaboration and Networking
  - Volunteering and Social Action
  - Capacity and Skills
  - Supporting a Sustainable Sector
  - Reducing Inequalities.
28. The VCS Strategy is now integrated with the service planning cycle, and this Action Plan includes actions derived from service delivery plans from across the organisation which have been further developed through conversations with colleagues. The actions support the strategy's aims and deliver meaningful outcomes, enhanced partnership working and alignment with our overarching strategic priorities, such as tackling inequalities and the health and wellbeing of residents. All actions are aligned with one of the strategy's priority areas, though many of the actions span multiple priority areas. All actions aim to deliver benefits for the council, the sector, and residents.
29. This action plan is for 2023/24 year and will be reported on and reviewed at the end of the business cycle in spring 2024. Reporting on progress and outcomes will be managed within the Policy and Strategy Team, reporting both internally and to Oxfordshire Stronger Communities Alliance (OSCA). As this is the first year of a five-year strategy, a review at the end of 2023/24 will enable the action plan to evolve and keep it dynamic, allowing for longer-term actions alongside more granular short-term objectives.

### **Financial Implications**

30. 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 2023. Strong and sustained financial management,

collective action and oversight will be required to ensure that services are managed within budgets for 2023/24.

Comments checked by: Lorna Baxter, Director of Finance

### **Legal Implications**

31. 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.
32. 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 May 2023 performance, risk and finance position for the Council as part of its fiduciary duty to implement budgetary controls and monitoring.

Comments checked by: Anita Bradley, Director of Law and Governance.

### **Lorna Baxter**

Director of Finance

Contact Officers:

Louise Tustian, Head of Insight and Corporate Programmes





Kathy Wilcox, Head of Financial Strategy

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Key

Status Indicator	Status Description
	Misses target by significant margin
	Misses target by narrow margin
	Meets or exceeds target
	Data missing
<b>n/a</b>	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	31/05/2023
OCC01 - Put action to address the climate emergency at the heart of our work	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC01.02 Total No. of streetlights fitted with LED Lanterns	<ul style="list-style-type: none"> <li>▪ Bill Cotton</li> <li>▪ Paul Fermer</li> </ul>	Cllr A Gant	35	1,500	▲	<p>The LED replacement project has delivered in excess of 85% of the original works that had already been forecasted to be completed. This project was agreed to cover 22-24 with a total target of 25,150 LED replacements to be undertaken. Splitting this across the two years, in 22/23 the target was 20,950, actual LED replacement units completed were 22,390. In 23/24 the target is 4200, with actual LED replacement units completed as of 31 May 2023 totalling 1,339.</p> <p>The outstanding works has had to be rescheduled due to the availability of staff resource's, materials/equipment and noticing/booking of road space and the local electricity board for connection/service alterations etc. We have also had to factor in other major works on the public highway to minimize any disruption to residents.</p> <p>The heritage columns and lanterns are historic style cast iron and copper equipment that were installed originally when gas lamps were first introduced in Oxford and surrounding areas back in the 1850s. These are usually situated in conservation areas or historic locations across the county. These historic heritage columns and lanterns require either new LED gear or reproduction replacements of the original equipment. Testing of the cast iron columns is also essential to ensure all safety measures are complied with.</p>	<p>The initial LED replacement programme had an approved £40m budget. The 23/24 allocated budget is £12m. The sum of £12m will be spent this year on the delivery of the remaining 1400 heritage LED replacements and the delivery of the replacement street lighting columns. There is a minimal risk of this programme not being delivered to budget as two dedicated officers are working on the two separate tasks to ensure the programme is delivered on target and within the allocated budget.</p>	<p>The remaining 1400 LED heritage (see definition in general comments section) units will be delivered by the end of the 23/24 financial year as per the programme. The risk of non-delivery is 1 out of 5 (with five being the greatest) as a dedicated officer has been assigned to ensure the this task is completed on time and within budget.</p>	1,339	3,000	▲
OCC01.03 Level of engagement with Oxfordshire County Council Climate Action Oxfordshire website	Susannah Wintersgill	Cllr P Sudbury	40.00		n/a	<p>This months statistic is part of the benchmarking exercise which will conclude with June's figure. A target will then be set.</p>			90.00		n/a

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC01.07 Total % of household waste which is reused, recycled or composted	<ul style="list-style-type: none"> <li>▪ Bill Cotton</li> <li>▪ Rachel Wileman</li> </ul>	Cllr P Sudbury	56.74%	61.50%	▲	<p>Target 61.50% forecast 56.74% as at 31 May 2023. Waste performance is reported a month in arrears and the figure reported is the forecast end of year performance for 2023/24. Defra's recently published (March 23) statistics for Waste Disposal Authorities for 2021/22 confirmed Oxfordshire first for the overall percentage of waste reused, recycled or composted with a recycling rate of 58.2%, compared to Devon in second place at 55.1%, and Surrey 3rd at 54.4%.</p> <p>However, the indicator is below target because recycling rates have plateaued for some time despite continued behavioural change campaigns and encouraging residents to use the exiting recycling collections better. In the meantime, campaign work to inform residents and encourage behaviour change is continuing.</p>	The financial cost of waste disposal can be reduced by increasing reuse, recycling and composting. The main way of mitigating increased costs is through encouraging behavioural change to make more effective use of kerbside and HWRC recycling facilities until a step change can be achieved through partnership working and national waste policy changes.	Target of recycling and composting at least 65% of household waste by 2025 in the Oxfordshire Joint Municipal Waste Management Strategy may not be achieved.	56.98%	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	31/05/2023
OCC02 - Tackle inequalities in Oxfordshire	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC02.01 Digital Inclusion through libraries (number of hours of use of library public computers)	Mark Haynes	Cllr J Hannaby	6,898	5,500	★	This figure remains well above target and demonstrates a clear demand for access to free public computers and internet.			6,898	5,500	★
OCC02.03 Number of physical visits to Libraries	Mark Haynes	Cllr J Hannaby	150,159	125,000	★	The number of physical visits to Libraries in May remains well above target, and shows a small increase on April. This continuing success is a result of the high number of activities (including school visits) that library staff have organised, and may also be a reflection of the growing demand on library services as the costs of living crisis deepens and customers seek free reading materials, free computers/internet access, and warm spaces (plus the full range of other library services).	Strong visitor numbers should translate into strong income performance, and the service is looking to diversify its income generation channels, which should help manage budgetary challenges.	Great to see this sustained performance, and with the summer reading challenge coming on stream over the holidays, we are confident of maintaining visitor numbers.	297,989	245,000	★



## 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	31/05/2023
OCC03 - Prioritise the health and wellbeing of residents	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC03.09 No of people contacted via Making Every Conversation	Mark Haynes	Cllr J Hannaby	662	450	★	This figure remains significantly above target. This highly successful partnership with Public Health has seen training for library staff in order to facilitate informal and accessible discussions with customers about health issues, including recommendations, signposting, and referrals as part of libraries' Health and Wellbeing offer (Books on Prescription, healthy living, Reading Well for mental health etc). Anecdotally, this programme has also had an extremely high impact on a small number of individuals, with one customer reporting that he had sought a GP appointment as a direct result of his conversation with library staff, following which was diagnosed with (and successfully treated for) early stage cancer.			726	450	★

## 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	31/05/2023
OCC04 - Support carers and the social care system	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC04.01 No of people supported with on-going care	Karen Fuller	Cllr T Bearder	6,461		n/a				6,461		n/a
OCC04.02 % of residents 18-64 with Learning Disability support who live on their own or with family	Karen Fuller	Cllr T Bearder	88.30%	86.00%	★				88.40%	86.00%	★
OCC04.03 % of residents aged 65 plus receiving ASC who manage their care by using a direct payment	Karen Fuller	Cllr T Bearder	18.20%	15.50%	★				18.20%	15.50%	★
OCC04.04 % of residents aged over 65 receiving ASC who manage their care by using a direct payment	Karen Fuller	Cllr T Bearder	37.90%	38.40%	●	<p>Performance remains in line with the national position. 11 people would need to transfer to direct payments in the year to be on target.</p> <p>There are 3 key actions to stabilise this measure</p> <ol style="list-style-type: none"> <li>1. Review of individual team performance at the monthly performance board</li> <li>2. The Adult Social Care forum asks if a Direct Payment has been considered for each new service recipient and we use this data to understand barriers to uptake of direct payments</li> <li>3. Increased communications to teams to actively promote direct payments</li> </ol>	There is no financial risk associated with this measure	Direct payments are seen to offer more choice and control to service users, however in Oxfordshire this has been mitigated by the significant increase in the availability of home care, which in itself provides additional choice	37.85%	38.40%	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC04.05 % of older residents who receive long term care and are supported to live in their own home	Karen Fuller	Cllr T Bearder	59.00%	60.00%		The number of older people supported to live at home continues to increase, as does the number of hours of support provided overall. Performance is marginally below the 60% target but this is not a significant concern as some fluctuation is expected.	There is no clear financial impact as this reflects fewer people receiving a service at home, rather than increased demand on services	This measure should help us identify whether people are entering care homes earlier than necessary. Although the number of people supported in care homes is higher than elsewhere, the number of new admissions is lower. The growth in numbers of people supported is lower than population growth. Therefore, we have confidence there is no risk to delivering our overall outcome	59.00%	60.00%	
OCC04.06 No of residents who have received a formal assessment of their role as a Carer	Karen Fuller	Cllr T Bearder	619	197					1,101	394	
OCC04.07 No of Carers who have received a direct payment	Karen Fuller	Cllr T Bearder	234		n/a				310		n/a
OCC04.08 No of visits to Live Well Oxfordshire	Karen Fuller	Cllr T Bearder	11,782	6,000		The number of sessions on Live Well Oxfordshire has increased with a total of 11,782 across May. The number of page views has also increased across May with a total of 26,018.			22,480	12,000	

## 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	31/05/2023
OCC05 - Invest in an inclusive, integrated and sustainable transport network	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC05.03 91 KM (2%) of the highway to be treated	<ul style="list-style-type: none"> <li>▪ Bill Cotton</li> <li>▪ Paul Fermer</li> </ul>	Cllr A Gant	46.50	48.40	★		N/A . See risk impact comment	Not applicable as works programmed on May (Surface dressing) will be carried out beginning of June. slight change of programme since targets were provided.	57.03	58.70	★

## 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.

<b>Status of Indicators</b>	<b>31/05/2023</b>
OCC06 - Preserve and improve access to nature and green spaces	?

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC06.02 Percentage of newly planted trees still alive on land OCC own & manage	<ul style="list-style-type: none"> <li>▪ Bill Cotton</li> <li>▪ Rachel Wileman</li> </ul>	Cllr P Sudbury	99.10%		n/a	Following planting, four trees have been identified as being vandalised since being planted. The trees have been snapped in half. Engagement with communities has been undertaken to highlight the vandalism and share the impacts in local newsletters asking for information. The trees will be added to a list for replacement planting to commence during planting season 23-24 (Nov23-Mar24).			99.55%		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	31/05/2023
OCC07 - Create opportunities for children and young people to reach their full potential	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.03 Number of multi-agency strength & needs assessment completed in Oxfordshire	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	367	438	●	A target of 7500 has been agreed by the children's trust for the year. Last year 3599 early help assessments were shared with the council. 7500 target will need this to double. The figures in the first 2 months of this year are 17% higher than the same two months last year. New Assistant Director post is being recruited to lead on this work with partners.	There are no direct financial impacts from not hitting this target, but there are indirect costs associated with more children being pulled into statutory services.	The main risk associated with not hitting this target are increased numbers of children being pulled unnecessarily into statutory services.	637	714	●
OCC07.01 Total number of children with an Education, Health and Care Plan	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	5,953		n/a				5,953		n/a
OCC07.02 No of children we care for who are Unaccompanied Asylum Seeking Children	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	102		n/a				205		n/a
OCC07.04 Increase the % of children in Foster Care	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	62.00%	62.00%	★				62.00%	62.00%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.05 The percentage of children in residential care	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	15%	14%	●	<p>The number of children supported in residential care home placements has dropped in the month, but with the fall in total numbers there has been no change in the percentage figure. Our priorities for the year include</p> <ul style="list-style-type: none"> <li>• Converting OCC building to provide 11 beds of supported accommodation for 16-17 UASC</li> <li>• Launching a 16+ supported housing framework in July 2023</li> <li>• Uplift fostering fees in line with government recommendations of 12%</li> <li>• To increase number of in-house foster carers through targeted campaigns</li> <li>• Commissioning the following services for Children &amp; Young People (CYP) with complex needs <ul style="list-style-type: none"> <li>◦ 4 solo beds within Oxfordshire or surrounding LA areas</li> <li>◦ Setting up two solo / small homes under the DfE programme to be run by OCC</li> <li>◦ Changing an existing children's home with Homes 2 Inspire to a solo / small children's home</li> </ul> </li> <li>• Increasing in-house children's homes placements by 16</li> <li>• Increasing the cross regional block contract by 3 beds</li> <li>• Commissioning new solo bed contract in Oxfordshire or surrounding LA areas</li> </ul>	Residential placements cost more than foster placements. Unnecessary use of placements can increase costs. A focus is also needed on ensuring the most efficient and effective use of internal placements.	There is a risk that insufficient foster care provision can mean children and young people are unnecessarily put into residential placements	15%	14%	●
OCC07.06 Number of Oxfordshire children we care for	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	755	770	★				755	770	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.07 % of Education Health & Care Plans completed within 20 weeks	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	52.00%	50.70%	★	<ul style="list-style-type: none"> <li>• SEN2 Census return was published in June 2023, Oxfordshire was 4% for 2022, as reported in previous Unity reports.</li> <li>• This situation arose due to significant rises in demand for EHCNAs in 2021 and 2022. In early 2023 the position has improved significantly and the figures published today are therefore already somewhat out of date. As of May, 52% of assessments were being dealt with on time in month, which exceeds the current national timeliness figure of 50.7%.</li> <li>• This position is set to improve further as 2023 moves on. The DFE have said they are happy with progress made by Oxfordshire County Council in recent months.</li> <li>• For the 2023/4 budget a total of £500,000 was invested specifically to tackle waiting times for Education, Health and Care needs assessments for pupils with Special Educational Needs and Disabilities (SEND). This is already helping to build on momentum generated during 2023 so far.</li> <li>• The situation is monitored rigorously by senior managers on a daily basis. We are working as a team across education, health and social care to address this. Early intervention work is key as we seek to address needs earlier in addition to ensuring that assessments are carried out in a timely manner.</li> </ul>			53.50%	50.70%	★



## 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	31/05/2023
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	31/05/2023
OCC09 - Work with local businesses and partners for environmental, economic and social benefit	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC09.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire	Tim Spiers	Cllr G Phillips	4.00	2.50	★				6.00	5.00	★

## Running the Business - Customer Experience

Status of Indicators	31/05/2023
OCC10 - Customer Service	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.03 Overall customer satisfaction rate for the Customer Service Centre – telephony	Mark Haynes	Cllr G Phillips	98%	80%	★	Latest satisfaction survey – May – 8% of calls answered were surveyed. 98% customers surveyed were satisfied or very satisfied, whilst 2% were unsatisfied			99%	80%	★
OCC10.04 First contact resolution for customer enquiries received by the Customer Service Centre	Mark Haynes	Cllr G Phillips	76%	75%	★	8,173 of inbound phone contacts were resolved at first point of contact. With 8% of inbound phone contacts deemed avoidable.			78%	75%	★
OCC10.05 The percentage of customer telephone calls abandoned at the Customer Service Centre	Mark Haynes	Cllr G Phillips	15%	10%	●	<p>Calls during May increased by 18% compared to April but were down 9.5% compared to May 2022. The abandonment rate increased by 2% compared to April.</p> <p>We also dealt with 5,645 outbound calls, 180 webchats and 6 social media contacts from the official OCC Twitter &amp; Facebook pages, and 10,716 emails. We were informed by our provider that Twitter made a change to their Application Programming Interface (API) which is now preventing 8x8 to access its network, therefore we are unable to action any Twitter feed.</p> <p>A total of 26,597 contacts was received during May, which was up/down 11% compared to April (23,960). We are now entering a busy period for Residential Parking Permits between now and September with the introduction of new Controlled Parking Zones and large Controlled Parking Zones renewing. The introduction on the new zones will impact productivity with this manual process. Throughout May, we have already seen an increase of calls by 28%, which has resulted in 20% of calls being abandoned.</p> <p>Blue Badge has seen an increase of 33% in phone demand throughout May, with an abandonment rate of 25%.</p> <p>Adult Social Care has seen an increase by 22% during May, with their abandonment rate slightly reduced compared to April.</p> <p>Contacts to Children Social Care have increased by 41.5% during May. 98% of phone contacts were answered with only 2% being abandoned. Since moving this service to a different area of the Customer Service Centre results have been beneficial We have seen a decrease of 31% in contacts for Street Lighting due to the lighter nights.</p>	Increased abandoned calls leads to increased turnover, increased recruitment costs, training times etc. this puts pressure on budgets.	If a higher number of calls are abandoned whilst waiting to be answered in the CSC, this can lead to reputational damage to the organisation, decreased advisor motivation therefore leading to greater turnover of staff and then increased abandoned calls. Reviews of staffing and call arrival patterns are underway in order to adequately match volumes to staffing.	29%	20%	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.06 Overall customer satisfaction rates for standard Registration Service	Mark Haynes	Cllr G Phillips	100%	95%	★	<p>Feedback from customers showed overall rates of satisfaction of 100% for the Registration Service. Below are some of the comments we received:</p> <ul style="list-style-type: none"> <li>We cannot believe that our wedding was over 6 weeks ago now!! We wanted to get in touch to say a massive thank you for conducting our wedding ceremony. We both felt unbelievably calm throughout and can't tell you how many people have complimented how unusually personal it was for a registrant lead ceremony. My Mum especially loved her little shout out! You thought of every detail, including the tissues on arrival, so we wanted to make sure we gave you a personal thanks from us too (as well as completing the survey!!).</li> <li>Excellent service prompt replies to queries all staff helpful and supportive</li> <li>We were made to feel at ease and the personal touches by the registrar were just beautiful.</li> <li>Staff are polite and service rendered is paramount, thnx for the good job</li> <li>We registered second baby with same lovely office worker ... Very good service</li> <li>the receptionist was very helpful and the registrar was lovely - thank you</li> <li>The lady who done the registration was kind and helpful. She took photos for us the mark the day to. Definitely made the appointment enjoyable and memorable</li> <li>The registrar was very professional but also very empathic with excellent communication skills that quickly put me at ease with the process. Thank you.</li> <li>Everyone I spoke to over the last few months has been very kind and helpful. The registration had to be delayed due to post mortem but it was all dealt with very efficiently.</li> </ul>			100%	95%	★
OCC10.07 Overall customer satisfaction rate for Coroners Inquest Service	Mark Haynes	Cllr G Phillips	100%	99%	★	<p>We have continued to receive positive feedback following inquest cases with those attending praising the support received by our Assistant Coroner's Officers and court volunteers. We have also received several feedback forms (and separate "Thank You" cards) for Coroner's Officers commenting on their unwavering help, dedication and support throughout the case duration (which was several months in some cases).</p>			100%	99%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.08 Number of FOI's responded to within timescales	Mark Haynes	Cllr G Phillips	90%	85%	★	This information is for May A total of 139 FOI/EIRs were received. 83 cases were closed on time, 56 requests are still open and on-time.14 cases are overdue	Delays in responding to FOI's within the statutory time frames can lead to increased pressures on resourcing in both the Customer Feedback team and service areas due to carrying heavier caseloads and dealing with chasing / repeat demand. Delays could also lead to fines being applied by the Information Commissioners Office if a decision notice is imposed.	Not responding to FOI's within the statutory legislation can lead to reputational damage for the organisation from customers, negative press etc. Furthermore it can lead to criticism from the Information Commissioners Office. There is also a risk that not taking the learning from FOI's in a timely manner could lead to issues reoccurring, demand increasing and vulnerable customers becoming impacted.	89%	85%	★

## Running the business - Finance

Status of Indicators	31/05/2023
OCC11 - Finance	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr C Miller	0.00%	0.00%	★	After taking account of the use of contingency and funding held in the COVID reserve, as well as additional interest on balances of £0.5m, the overall position for the council is forecast to be breakeven.			0.00%	0.00%	★
OCC11.02 Achievement of planned savings	Lorna Baxter	Cllr C Miller	50.00%	95.00%	▲	At this early stage of the year around 50% of planned savings are currently delivered or forecast to be achieved in 2023/24. Action is being taken to ensure that savings are achieved by the year end.			50.00%	95.00%	▲
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr C Miller	£30,200,000	£30,200,000	★	After taking account of funding held centrally and a £2.0m additional contribution from the COVID-19 reserve the forecast overall position is breakeven so balances would remain at the risk assessed level of £30.2m.			£30,200,000	£30,200,000	★
OCC11.04 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr C Miller	0.9%	1.0%	★	The directorate forecast is an overspend of £5.3m. This is 0.9% of the directorate budget total.			0.9%	1.0%	★
OCC11.05 Total Outturn variation for DSG funded services (schools/early years)	Lorna Baxter	Cllr C Miller	0.00%	0.00%	★	Schools and Early Years DSG are expected to be spent to budget during 2023/24.			0.00%	0.00%	★
OCC11.06 Total Outturn variation for DSG funded services (high needs)	Lorna Baxter	Cllr C Miller	0.00%	0.00%	★	Total Outturn variation for DSG funded services (High Needs) is an overspend of £18.3m which is in line with the KPI Target			0.00%	0.00%	★
OCC11.07 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr C Miller	95.00%	95.00%	★	All non-DSG grants are expected to be spent during 2023/24.			95.00%	95.00%	★
OCC11.08 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr C Miller	95.41%	95.00%	★				95.20%	95.00%	★
OCC11.09 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr C Miller	98.32%	95.00%	★	This measure identifies the percentage of invoices issued that have been paid within 120 days. In this period, we are measuring invoices issued in January 2023. The collection rate was 98.32%, above the target of 95%.			97.40%	95.00%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.10 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr C Miller	£439,343	£300,000	★	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 £0.439m. The top case accounts for 36% of the total bad debt and is a debtor with a debt of £0.158m that has gone into liquidation and a claim has been placed with the liquidators.			£439,343	£300,000	★
OCC11.11 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr C Miller	£4,685,633	£3,500,000	▲	The Adults Social Care operational finance team has developed a revised improvement plan to address delays and blocks in relation to income collection and historic debt case resolution. Part way through an 18 month plan, the debt task group is working to clear historic cases identified in 21-22, with an aim to reduce the adult contributions impairment to £3.5m by year end. This month the indicative bad debt level is £4.7m, £01m above the outturn position.			£4,685,633	£3,500,000	▲
OCC11.12 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr C Miller	£441,293,000	£480,000,000	★				£441,293,000	£480,000,000	★
OCC11.13 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr C Miller	3.00%	3.00%	★				3.00%	3.00%	★
OCC11.14 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr C Miller	3.75%	3.75%	★				3.75%	3.75%	★
OCC11.15 Invoice Collection Rate - ASC contribution debtors	Lorna Baxter	Cllr C Miller	90.51%	92.00%	★				90.06%	92.00%	★

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## Introduction

1. This annex sets out the second financial monitoring information for the 2023/24 financial year and is based on information to the end of May 2023. Key issues, as well as risks relating to inflation, demand and other factors, plus areas of emerging pressure are explained below.

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

Annex B – 1 (a) to (f)	Detailed directorate 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
Annex B – 6	Homes for Ukraine Funding

## Overall Financial Position

2. As shown below there is a forecast Directorate overspend of £5.3m. After taking account of additional interest on balances and the use of funding held in contingency and the COVID-19 reserve the overall forecast expenditure is in line with the budget and available funding.

	Latest Budget 2023/24	Forecast Spend 2023/24	Forecast Variance May 2023	Variance May 2023
	£m	£m	£m	%
Adult Services	226.9	226.9	0.0	0.0%
Children's Services	169.3	172.4	3.1	1.8%
Environment & Place	74.5	75.1	0.6	0.8%
Public Health	2.2	2.2	0.0	0.0%
Community Safety	24.8	24.8	0.0	0.0%
Resources	69.7	71.3	1.6	2.3%
<b>Directorate Total</b>	<b>567.4</b>	<b>572.7</b>	<b>5.3</b>	<b>0.9%</b>
<b>Budgets Held Centrally</b>				
Capital Financing	28.4	28.4	0.0	0.0%
Interest on Balances	-16.7	-17.2	-0.5	3.0%
Inflation <sup>1</sup>	9.3	9.3	0.0	0.0%
Contingency	12.4	9.1	-3.3	-29.6%
Un-ringfenced Specific Grants	-41.5	-41.5	0.0	0.0%
Insurance	1.4	1.4	0.0	0.0%
Contribution from COVID-19 reserve	-7.4	-8.9	-1.5	20.3%

<sup>1</sup> Funding for pay inflation assumed at 4.5% will be allocated when the pay award for 2023/24 is agreed. Further funding from contingency would be needed if the increase is higher than 4.5%.

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Contribution from Budget Priority Reserve	-2.3	-2.3	0.0	0.0%
Contributions to reserves	20.1	20.1	0.0	0.0%
Contribution to balances	7.6	7.6	0.0	0.0%
<b>Total Budgets Held Centrally</b>	<b>11.3</b>	<b>6.0</b>	<b>-5.3</b>	<b>-49.6</b>
<b>Net Operating Budget</b>	<b>578.7</b>	<b>578.7</b>	<b>0.0</b>	<b>0.0%</b>
Business Rates & Council Tax funding	-578.7	-578.7	0.0	0.0%
<b>Forecast Year End Position</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

3. The budget for 2023/24 agreed in February 2023 includes £38m new funding for inflation as well as £19m for demand and other pressures. New budget reductions of £30.0m were also agreed and built into budgets for 2023/24.
4. The Provisional Revenue Outturn 2022/23 report to Cabinet in June 2023 explained that 43% of savings built into 2022/23 budgets had been achieved. Collective action is being taken through the council's management team to ensure that existing planned savings and new budget reductions are achieved in 2023/24 and maintained over the medium term.
5. At this early stage in the financial year there are also significant demand and inflation risks and other uncertainties that could impact on the final position, particularly for Children's Social Care and the Pooled Budgets within Adult Services. The Council's Management Team are working to ensure that collective and sustained action to manage within the agreed budget is identified, agreed and monitored.
6. £8.3m on-going budget was agreed to be held as contingency as part of the 2023/24 budget. As explained in the Financial Monitoring Report to Cabinet in May 2023, £5.0m additional one – off council tax and business rates funding will be received in 2023/24. After taking account of a £0.8m additional contribution required to top – up balances to the 2023/24 risk assessed level, £4.2m was agreed to be added to contingency as part of the Provisional Outturn Report to Cabinet in May 2023.
7. After taking account of the use of contingency and funding from the COVID-19 reserve to support the overall forecast position balances would remain at the £30.2m risk assessed level as at 31 March 2024.
8. The forecast 2023/24 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £18.3m and is in line with the budget agreed by Cabinet in May 2023. The CIPFA code of practice requires negative High Needs DSG balances to be held in an unusable reserve. The forecast deficit would increase the negative balance held in this reserve from £41.1m as at 31 March 2023 to £59.4m at 31 March 2024.

## **Directorate Forecasts**

### **Adult Services**

9. Adult Services is forecasting breakeven against a budget of £226.9m.

<b>Service Area</b>	<b>2023/24 Latest Budget</b>	<b>Forecast Outturn Variance</b>
	<b>£m</b>	<b>£m</b>
Adult Social Care	23.8	0.0
Health, Education & Social Care Commissioning	5.1	0.0
Housing & Social Care Commissioning	1.4	0.0
Business Support Service	1.0	0.0
Pooled Budgets	195.6	0.0
<b>Total Adult Services</b>	<b>226.9</b>	<b>0.0</b>

### **Pooled Budgets**

#### Age Well Pooled Budget

10. 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.
11. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB).
12. The council elements of the Age Well pool are forecast to spend to budget in 2023/24, on the assumption that all savings are delivered.
13. The council's share of the Better Care Fund (BCF) held within the pool is £29.4m in 2023/24, an increase of 5.7% compared to 2022/23.

#### Live Well Pooled Budget

14. The Live Well pool supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs and adults with physical disabilities.
15. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB).
16. The council elements of the Live Well pool as at the end of May are forecast to spend to budget in 2023/24, on the assumption that all savings are delivered.
17. Having overspent in 2022/23 it is anticipated that following changes to the budget and contract for 2023/24 spend on the Mental Health services provided through the Outcome Based Contract with Oxford Health will spend in line with budget this year.

### **Non-Pool Services**

18. A balanced position is forecast across all other services. A one – off saving of

£1.0m is included in the budget for staffing for 2023/24, and at present this is on track to be delivered.

### Reserves

19. £0.4m held in the Budget Priorities reserve for Adult Social Care as at 31 March 2023 will be used to support mental health transformation activity and intensive support costs in 2023/34.
20. £2.1m held as a result of additional contributions made by Oxfordshire Clinical Commissioning Group over the last three financial years is also committed to be used in 2023/24.
21. £0.3m was added to the Government Initiative Reserve in 2022/23 related to charging reform, reflecting elements of the Trailblazer programme where costs will continue to be incurred in 2023/24 and 2024/25 ahead of the revised date for charging reform in autumn 2025.

### Ringfenced Grants

22. As set out in Annex 4, ring-fenced government grants expected to be received by Adult Services in 2023/24 total £17.6m.
23. The Improved Better Care Fund Grant is £10.7m in 2023/24, with no change since 2022/23. 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.
24. The Market Sustainability and Improvement Fund is £5.4m and is being used to enhance provider fee uplifts in 2023/24 in line with the terms of the grant. It is also being used to maintain uplifts from 2022/23. These were funded through the Market Sustainability and Fair Cost of Care grant which now forms part of this grant.
25. The Adult Social Care Discharge Fund is £1.5m which is to be used to provide interventions that improve discharge of patients from hospital to the most appropriate location for their ongoing care.

### Children's Services

26. Children's Services is forecasting an overspend of £3.1m against a budget of £169.3m.
27. The underlying pressures in Children's Services highlighted in the Outturn overspend in 2022/23 reported to Cabinet in June 2023 remain a significant challenge in 2023/24. They are driven by a combination of staffing (particularly the reliance on agency staff to cover vacancies) and care placements costs.

Service Area	2023/24 Latest Budget	Forecast Outturn Variation
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	£m	£m
Education & Learning	40.8	0.0
Children's Social Care	37.7	1.8
Children's Social Care Countywide	85.8	1.2
Schools <sup>2</sup>	0.2	0.0
Children's Services Central Costs	4.8	0.0
<b>Total Children's Services</b>	<b>169.3</b>	<b>3.1</b>
<b>Overspend on High Needs DSG that will be transferred to unusable reserve</b>	<b>84.4</b>	<b>18.3</b>

### Education & Learning

28. Within Education & Learning, the Home to School Transport and the Special Educational Needs (SEN) service continue to be high risk in terms of budget variance. The service is working on the implications of the new attendance regulations in September 2023; this may require additional resource to meet the new requirements. In addition, the Department for Education (DfE) has announced additional Early Years funding from September 2023. There is limited information at this stage but it is likely that there will be additional costs in implementing and administering this.
29. Within the Special Education Needs service there are considerable ongoing pressures on the SEN casework team and Educational Psychologists due to the continued high number of Education, Health and Care Plan (EHCP) requests. An additional on-going investment of £0.5m was included in the 2023/24 budget to fund additional staff to manage demand for EHCPs.

### Children's Social Care & Children's Social Care Countywide

30. Given the scale of the £19.1m overspend for Children's Social Care in 2022/23, the lead-lag impact of the actions taken to date and the urgent need to address the shortfalls in market capacity the service is undertaking a comprehensive review of its vision and strategy which will be set out in a new Financial Strategy. This will set out a new baseline and financial investment, cost reduction and timeline to bring spend within current budget and recover the overspend.

### Social Care & Countywide Placement Services – Current Position, Drivers and Action Plan

31. The underlying pressures remain despite additional budget added in 2023/24 and actions to prevent and reduce costs. This is due to a combination of:
- (i) The 2022/23 overspend increased in the last quarter of the year so was not

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<sup>2</sup> \*Maintained Schools are funded by Dedicated Schools Grant

fully anticipated in the Budget & Business Planning process for 2023/24.

- (ii) The lead-lag time delay in changing practice, intervening to prevent unnecessary referrals and reducing the number and cost of cases is taking longer than anticipated.
- (iii) The financial volatility in the market for care together with the impact of spiralling inflation and shortages in local capacity are undermining the service Sufficiency Strategy to manage the market. As a consequence, the service continues to experience an accelerating increase in placement fees especially 'Spot' rates

32. The drivers remain the same as in 2022/23 and include:

- (i) Continued workload pressure, increased vacancies and recruitment difficulties within front-line services especially Family Solutions Plus.
- (ii) Though the number of children in care is reducing the rate is slower than anticipated and is being offset by increases in underlying unit cost rates especially the growing number of very complex cases.

33. Actions in train include:

- New executive management team put in place.
- Streamlining of referrals at the 'front door' (MASH) - revising thresholds & practices.
- The Family Solutions Plus (FSP) teams are working to reduce the backlog of assessments and intervention measures.
- Developing a robust recruitment and retention policy.
- Reducing the number of children in care and identifying those due to cease.
- Ongoing reduction in the number of children living in high cost placements.
- Brokerage action plan to ensure timely, suitable, cost-effective placements are sourced.
- A 'LEAN' review of the placement process and identification of efficiencies.
- Move to 148 target number of Unaccompanied Children and Young People.

34. Evidence that the actions are having an impact is reflected in the continued downward trend in the number of Children We Care For (CWCF). The numbers are set out in the table below.

	Q1 2022	Q2 2022	Q3 2022	Jan 2023	Feb 2023	March 2023	April 2023	May 2023
Mainstream	757	778	755	752	735	719	722	704
Disabled Children	61	61	62	57	57	59	57	57
<b>Subtotal</b>	<b>818</b>	<b>839</b>	<b>817</b>	<b>809</b>	<b>792</b>	<b>778</b>	<b>779</b>	<b>761</b>

Unaccompanied	66	69	73	115	105	104	104	102
<b>Total</b>	<b>884</b>	<b>908</b>	<b>890</b>	<b>924</b>	<b>897</b>	<b>882</b>	<b>883</b>	<b>863</b>

35. Following a 14% increase from December 2021 (742) to August 2022 (849) the service, through the actions above, has reversed the previous upward trend and the number has reduced to 761 at the end of May 2023. Though the numbers are still higher than at December 2021 the downward trend is expected to continue through this financial year due to the actions being taken and in particular the new assessment procedures, resulting in a greater number of families and their children being supported in their own homes and fewer children entering into care.
36. Emphasis is also being placed on permanence planning and finding other more suitable (and usually more cost-effective) placements, including re-unification to the family home and adoption.
37. Though the activity is coming under control the underlying costs continue to rise and are offsetting and undermining the improvement in activity.
38. The focus of the Financial Strategy will be to set out how the improvements are continued and grown while also applying the same rigor and focus to managing the market, the escalation in rates, the challenge of greater complexity and pushing the joint partnership work to address Continuing Healthcare (CHC) needs and resource. Any additional capital requirements to support the strategy will need to be considered through the Budget & Business Planning process for 2024/25.

#### **Schools' Costs (other than DSG)**

39. There are no significant variances to report

#### **Children's Services Central Costs**

40. There are no significant variances to report.

#### **Dedicated Schools Grant (DSG)**

41. The current position on DSG is a forecast deficit of £18.3m, consistent with the budget agreed by Cabinet in May 2023.

<b>Summary of DSG funding</b>	<b>2023/24 Budget</b>	<b>2023/24 Projected Outturn</b>	<b>Variance May 2023</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Schools block	131.2	131.2	0.0
Central Services Schools block	5.0	5.0	0.0

High Needs block	84.4	102.7	18.3
Early Years block	44.3	44.3	0.0
<b>Total</b>	<b>264.9</b>	<b>283.2</b>	<b>18.3</b>

42. Key risks to the forecast are the number of additional placements in September (over and above those currently planned), tribunal challenges to placement decisions and the impact of inflation on providers' fees.
43. There is no change forecast on Central and Schools DSG. Early Years DSG will be amended when the DfE release further detail on the changes intended for September 2023.

### **Environment & Place**

44. Environment & Place is forecasting an overspend of £0.6m against a budget of £74.5m.

<b>Service Area</b>	<b>2023/24 Latest Budget</b>	<b>Forecast Outturn Variation</b>
	<b>£m</b>	<b>£m</b>
Transport & Infrastructure	2.4	0.0
Planning, Environment & Climate Change	37.1	0.0
Highways & Operations	34.1	0.6
Directorate Support	0.9	0.0
<b>Total Environment &amp; Place</b>	<b>74.5</b>	<b>0.6</b>

### **Transport & Infrastructure**

45. Transport & Infrastructure comprises Transport Policy, Place Making and Infrastructure Delivery. A breakeven position is currently forecast.

### **Planning, Environment & Climate change**

46. The Planning, Environment & Climate change service area is made up of Strategic Planning, Climate Change and Environment & Circular economy. The service area is forecasting a breakeven position.
47. There is a risk of an overspend in Strategic planning due to staffing pressures and activity related to the delivery of a local plan project. The forecast assumes that the pressure can be managed within the service area.
48. Climate Change may underspend if recruitment is unsuccessful due to a challenging recruitment market.
49. Waste management data is currently available to the end of April 2023. The table below shows the budgeted and forecast tonnages and forecast variation for each waste stream as well as actual tonnages for 2022/23.



Waste Stream	Forecast Variation to Budget £m	Forecast Tonnage 2023/24	Budgeted Tonnage 2023/24	Actual Tonnage 2022/23
Recycling/Compost	0.1	161,106	166,260	159,420
Energy recovery	0.1	104,010	103,050	103,163
Landfill	-0.2	7,286	11,025	8,108
<b>Total</b>	<b>0.0</b>	<b>272,402</b>	<b>280,335</b>	<b>281,024</b>

50. Key risks will be the amount of waste produced as the year progresses and the volume of Persistent Organic Pollutants waste where a change in the law means the council needs to fund the cost of storing, shredding, and burning soft furnishings, as an alternative to landfill. An additional budget allocation of £0.2m to support this was included in the budget for 2023/24 but the cost that the service is anticipating is currently around £0.6m. The current expectation is that this can be managed within the overall budget but there are also risks around inflation and market stability that may impact on expenditure as the year progresses.

### Highways & Operations

51. Highways & Operations is forecasting an overspend of £0.6m against a budget of £34.1m.

52. Within the Highway Maintenance service there has been a significant increase in highways defects that needed repair in the first quarter of the financial year. While the number of defects has reduced in June 2023 there were 25% more in the first quarter of 2023/24 than the same period in 2022/23. This is likely to be primarily attributable to the consequence of the bad weather earlier in the year and in 2022 and is similar to higher levels of activity seen across the country.

Month	Defects 2022/23	Defects 2023/24	% Increase/Decrease
April 2023	3,320	4,143	+25%
May 2023	2,927	4,944	+69%
June 2023	2,212	1,474	-33%
<b>Total</b>	<b>8,459</b>	<b>10,561</b>	<b>+25%</b>

53. Depending on the on-going level of activity there is a risk that it may not be possible to manage the spend within the budget but updates will be provided as the year progresses.

54. Network Management has received higher than anticipated income in the first

quarter of the year. This may result in an underspend but it is not yet clear if the trend will continue throughout the year. The Parking Account has also received a slightly higher than anticipated level of income but this is offset by an increase in costs of delivering the service in more areas of the county.

55. Supported transport is currently forecasting a £0.6m overspend. This is due to unachieved savings of £0.350m from 2022/23 plus a further saving of £0.250m in 2023/24 that are not expected to be delivered. Both of these savings relate to the anticipated use of technology and changes to processes to reduce costs and effort required and the implementation of automated processes for home to school contract management.

56. Home to school transport is currently forecasting a breakeven position. However, there are risks around contract inflation & the level of demographic growth compared to the assumptions in the budget that will need to be monitored as the year progresses.

### **Directorate Support**

57. The Directorate Support service area is currently forecasting a breakeven position.

### **Public Health and Community Safety**

58. Public Health and Community Safety are forecasting a breakeven position.

<b>Service Area</b>	<b>2023/24 Latest Budget</b>	<b>Forecast Outturn Variance</b>
	<b>£m</b>	<b>£m</b>
Public Health Functions	35.6	0.0
Public Health Recharges	0.6	0.0
Other Income	-0.7	0.0
Grant Income	-33.6	0.0
Transfer to Public Health Reserve	0.0	0.0
<b>Total Public Health</b>	<b>2.2</b>	<b>0.0</b>
<b>Total Community Safety</b>	<b>24.8</b>	<b>0.0</b>
<b>Total Public Health &amp; Community Safety</b>	<b>27.0</b>	<b>0.0</b>

### **Public Health**

59. A break-even position is forecast for services funded by the Public Health grant.

### **Community Safety**

60. The Fire and Rescue Service are forecasting a break-even position at this stage of the financial year.

### **Ringfenced Government Grants**

61. The ringfenced Public Health grant totals £33.6m in 2023/24 with an indicative 1.4% uplift expected for 2024/25.

### **Use of Un-ringfenced Government Grant Funding**

62. 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.
- £0.6m 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.
- £1.1m Rough Sleeping Drug and Alcohol Grant is being used to provide specialist support for rough sleepers and those at risk.

### **Reserves**

63. The Public Health reserve held £5.9m at 1 April 2023. £1.7m is forecast to be spent in 2023/24, £1.1m in 2024/25 and £0.7m in 2025/26, leaving a balance of £2.4m. Options to utilise all the funding by 2026/27 in line with the grant requirements are being considered.

64. £2.7m is held in reserves for the renewal of fire and rescue vehicles and breathing apparatus equipment. A fleet replacement strategy is being agreed which will use all of this funding in the medium term.

65. £0.7m 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.

### **Virements**

66. Cabinet is asked to approve a virement to add £1.8m expenditure budgets to Public Health. This will be funded by the rough sleeping drug and alcohol grant and the supplementary substance misuse housing support grant.

### **Resources**

67. The services within Resources are forecasting a combined overspend of £1.6m against a budget of £69.7m.

<b>Service Area</b>	<b>2023/24 Latest Budget £m</b>	<b>Forecast Outturn Variance £m</b>
Corporate Services	3.0	0.0

Human Resources & Organisational Development	3.0	0.6
Communications, Strategy & Insight	3.1	0.0
IT, Innovation & Digital	10.4	0.3
Culture & Customer Experience	11.9	0.2
Finance & Procurement	8.6	0.1
Property, Investment & Facilities Management	19.1	0.2
Law & Governance	7.7	0.2
Delivery & Partnership	2.9	0.0
<b>Total Resources</b>	<b>69.7</b>	<b>1.6</b>

68. **Human Resources & Organisational Development** is forecast to overspend by £0.6m. This reflects a delay in the anticipated delivery of a £1.5m reduction in agency costs across the council. However, this is partially mitigated by the savings from the associated delay in the implementation of the Resourcing Team.
69. **IT, Innovation & Digital** are forecasting an overspend of £0.3m. Action to achieve £0.9m cross directorate savings agreed as part of the 2023/24 budget is underway. Half of the savings are currently forecast to be delivered but this will be updated as the year progresses.
70. **Culture and Customer Experience** are forecasting an overspend of £0.2m. This is mainly in the Libraries Service where saving targets are particularly challenging and in the Customer Service Centre.
71. **Property Services** are forecasting an overspend of £0.2m. The School Catering service is forecasting to overspend due to inflationary pressure on costs and income streams, but this will be mitigated by savings in other areas. Anticipated savings from vacating one of the council's office buildings will be offset by estimated dilapidation costs in 2023/24.
72. **Law and Governance** are forecasting an overspend of £0.2m. 2023/24 is a transition year for the new structures which, subject to consultation, are planned to be implemented in Governance in the second quarter of 2023/24 and Legal in quarter four of 2023/24. As a result of higher locum costs in Legal Services are still expected to be incurred for most of the year.
73. £0.1m one – off funding held in the COVID-19 reserve will be used to further extend capacity needed within the Information Management team to support the council's ability to respond to Subject Access Requests (SARs).
74. **Delivery & Partnership** includes the delivery of cost of living measures and the council's migration and asylum programmes, including Homes for Ukraine. The budget is mainly funded from earmarked reserves and specific government grants and is forecast to break even.

### **Medium Term Financial Strategy Savings**

75. After taking account of new and previously agreed savings the 2023/24 budget

agreed includes planned directorate savings of £28.2m.

76. As set out in the Provisional Outturn Report 2022/23 £10.2m of savings were not achieved as planned in the last financial year. Any planned savings not delivered in 2022/23, where the on-going impact was not adjusted through the 2023/24 Budget & Business Planning Process, will need to be achieved in 2023/24 as well as new savings agreed in February 2023.
77. £13.8m (50%) of the 2023/24 savings are assessed as delivered or are expected to be delivered. £11.3m are currently assessed as amber and £3.1m are assessed as red. Work is continuing to ensure that these savings are achieved.

	2023/24 Planned Savings	2022/23 Savings that need to be delivered in 2023/24	Total
	£m	£m	£m
Adult Services	-18.1	-4.0	-22.1
Children's Services	-3.4	-1.9	-5.3
Environment & Place	-1.4	-2.3	-3.7
Community Safety	-0.2	0.0	-0.2
Resources & Cross Directorate	-5.1	-2.0	-7.1
<b>TOTAL</b>	<b>-28.2</b>	<b>-10.2</b>	<b>-38.4</b>

#### Adult Services

78. The 2023/24 budget includes planned savings of £18.1m. 35% of these savings have been delivered, 19% are expected to be delivered and 46% are currently unconfirmed and have an element of risk in the delivery.
79. The savings with the greatest risk around delivery are those which are expected to be achieved through care reviews and those which relate to managing demand, particularly in care homes. These account for £8.3m of the savings.
80. Savings of £1.2m relating to the turnover and utilisation of block contracts for residential and nursing care plus £1.1m relating to a programme to invest in supported and dementia care accommodation that it was not possible to achieve in 2022/23 are now built into the directorate's savings delivery programme and expected to be achieved in 2023/24.
81. £0.6m savings for the review of block contract for care home beds, a £1.1m reduction in the cost of out of area placements and placement commissioning savings are also expected to be achieved in 2023/24.

#### Children's Services

82. New savings of £3.4m are built into the 2023/24 budget. 51% of these savings are forecast to be delivered and include £0.7m one – off contributions from

reserves and a reduction of £0.3m relating to the removal of the Health & Social Care Levy. £0.9m (26%) are currently assessed as amber. £0.8m (23%) of the savings are assessed as red.

#### Environment & Place

83. £1.0m (72%) of new 2023/24 savings for Environment & Place are expected to be achieved. £0.4m (28%) are assessed as red and include a saving related to the use of technology and improved processes to reduce costs and effort required, providing greater accuracy of expenditure and implementing automated processes for home to school contract management.
84. Due to service transformation taking shape partway through the financial year it is anticipated that a saving of £0.5m will not be fully realised by the end of 2023/24. However, this will be managed within the overall budget for the directorate.
85. £1.7m of the £2.3m savings not achieved in 2022/23 related to street lighting and is expected delivered in 2023/24. The energy usage for the units that have had LED lanterns installed decreased by 7,367,068 kWh in the last financial year, (21,388,773 kWh in 2021/22 and 14,021,705 kWh in 2022/23). However, due to new electrical assets being installed across the highway network (as part of developments or the council's infrastructure improvement programmes) and inflation on energy costs, the authority did not see a direct reduction in energy consumption costs. The service is currently monitoring energy cost prices and network consumption and updated will be provided in future reports if the levels increase above the budgeted levels.

#### Community Safety

86. A £0.1m saving relating to a review of mid and supervisory leadership levels is currently assessed as amber.

#### Resources

87. £1.2m savings built into Resources budgets are expected to be delivered and £1.9m are amber. Work is underway to achieve the £1.5m reduction related to the use of agency staff across the council and £0.9m savings related to digital transformation that were agreed as part of the 2023/24 budget. The forecast currently assumes that half of these savings will be achieved. Savings currently assessed as red include the other half of these savings along with savings from vacating a council building (see paragraph 71). Updates on progress will be included in future reports as the year progresses
88. The anticipated delivery of both 2023/24 and any outstanding 2022/23 savings is reflected in the directorate positions reported above.

#### Debt Management

##### **Corporate Debtors**

89. The combined collection rate, based on invoice volumes, for April and May was 97%, 2% above the 95% target. In terms of collection based on the value of

invoices the figure for the same period was 99.5%.

90. Debt requiring impairment was £0.44m at the end of May 2023 compared to a target of £0.35m. The top five cases, which account for 50% of all bad debt are being actively progressed.

### **Adult Social Care Debtors**

91. The 120-day invoice collection rate for April was 89% for all invoices, this increases to 90% when excluding deferred payment invoices; the target collection rate for 2023/24 is 92%. The service has developed an improvement plan which is underway to address 'up stream' processing issues impacting invoices being paid on receipt. In addition, changes to automated reminders and initial recovery actions, previously reported, are due to be deployed in quarter 3 of this financial year.
92. The 2022/23 year-end adults care contribution impairment for bad debt was £4.6m. Bad debt at the end of May 2023 is £4.7m. As reported previously the trailing impacts of COVID-19 have had a significant effect on means tested social care contribution bad debt levels. A bad debt task team has been operational since July 2022 with plans to run through to the end of 2023/24 and an objective to resolve historic debt of £3.7m. Resourcing challenges within both the debt task group and business as usual teams impacted performance during 2022/23. The service is reviewing activity and updating their improvement plans.
93. Cabinet is recommended to write off four Adult Social Care contribution debts totaling £0.070m. Three cases are those where arrears were not resolved before the person passed away and the estate was confirmed as insolvent. In the other case the person in receipt of services has mismanaged their finances and are in arrears with a number of creditors. They are only receiving state benefits and have no means to pay their accrued debt.

### **Budgets Held Centrally**

94. After taking account of the use of one – off funding and contingency to support the forecast directorate overspend, there is a combined underspend of £5.3m against budgets held centrally.

#### Capital Financing Costs

95. The borrowing costs and minimum revenue provision for capital projects funded by Prudential Borrowing are either recharged to directorates 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 directorates the actual costs of the capital financing will be broadly aligned with the budget in 2023/24.
96. The budget for interest payable assumed no new external borrowing would be taken during 2023/24.

#### Interest on Balances

97. The current forecast outturn position for in house interest receivable is £11.5m, which is £0.5m above budget. The additional interest reflects an increase in the forecast of average base rate for the year of 4.80%, compared to the rate assumed in the budget of 4.31%.

98. Interest payable is currently forecast to be £13.1m, which is in line with the budget.

99. Cash balances for the year are forecast to be £51.9m lower than they would otherwise have been as a result of negative DSG balances. The impact of this is an estimated opportunity cost of £1.5m in unearned interest during 2023/24.

100. The forecast outturn position for external fund returns is £3.8m, in line with the budget.

#### Inflation and Contingency

101. Ongoing funding for pay inflation totals £9.4m and the contingency budget for 2023/24 totals £8.3m. In addition £4.2m one – off council tax and business rates funding was also agreed to be added to contingency as part of the Provisional Outturn Report 2022/23 to Cabinet in June 2023.

102. The agreed budget includes funding for an estimated pay award equivalent to 4.5% in 2023/24. The claim lodged by UNISON, GMB and Unite on 30 January 2023 included a request to increase pay by RPI (10.70%) + 2.0% on all pay points. On 23 February 2023, national employers responded with the following offer:

- With effect from 1 April 2023, an increase of £1,925 (pro rata for part-time employees) to be paid as a consolidated, permanent addition on all NJC pay points 2 to 43 inclusive.
- With effect from 1 April 2023, an increase of 3.88 per cent on all pay points above the maximum of the pay spine but graded below deputy chief officer.

103. After taking account of the number of staff on different pay points the current pay offer is estimated to equate to an overall estimated increase equivalent to 5.5%, 1.0% more than budgeted at a cost of £2.6m per annum. All three unions have rejected this offer and Unison have begun balloting for strike action. If agreed, strike action would take place between 18 July 2023 and 3 January 2024.

104. An increase to the existing offer equivalent to 1% overall would be estimated to cost around £2.6m on-going and would need to be met from contingency.

105. The Gold Book pay award for 2022 and 2023 which affects the Chief Fire Officer, Assistant Chief Fire Office and Deputy Chief Fire Officer was agreed in May 2023. The 2022 award at 4% is payable from January 2022 and the 2023 pay award of 3.5% is payable from January 2023.

106. The forecast assumes that £3.3m of the £4.2m one – off funding agreed to be added to contingency as part of the Provisional Outturn Report to Cabinet in June 2023 is utilised to support the directorate position.



### **Reserves**

107. As set out in Annex B - 3 Earmarked Reserves are forecast to be £176m at 31 March 2024.
108. **COVID-19 Reserve** - The balance held in the reserve as at 1 April 2023 was £15.4m. The use of £13.4m to support planned expenditure from 2023/24 – 2025/26 is built into the Medium Term Financial Strategy. £0.1m of the remaining £2.0m balance that was uncommitted at the end of 2022/23 will be used to further extend capacity needed within the Information Management team within Governance to support the council's ability to respond to Subject Access Requests (SARs). £1.5m of the remaining balance is included in the forecast position and will be used to support pressures in Children's Social Care in 2023/24. £0.4m remains uncommitted.
109. **Transformation Reserve** - As set out in the Earmarked Reserves and General Balances Policy Statement for 2023/24, the £4.3m balance from the Budget Equalisation Reserve has been transferred to the Transformation Reserve to meet costs associated with continuous improvement and transformation programmes. A number of transformation activities, including the introduction of a Delivery Unit for the council, have been identified to improve service delivery and reduce costs over the medium and long term. £2.0m is proposed to be used to enable the delivery of this activity in 2023/24.
110. 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 £18.3m for 2023/24 will increase the total High Needs deficit held in the reserve to £59.4m as at 31 March 2024. 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 2024/25.

### **Grants**

111. As set out in Annex B - 4 government grants totalling £445.4m are expected to be received by the Council during 2023/24. Increases compared to the budget agreed in February 2023 include the Extended Rights to Free travel grant (£0.5m), Domestic Abuse Grant (£1.1m) and Substance Misuse Treatment and Recovery grant (£0.6m) and Substance Misuse Treatment and Recovery Housing Grant (£0.6m).

### Homes for Ukraine

112. At the end of 2022/23 £16.8m unspent grant funding for the Homes for Ukraine scheme and £2.1m unspent funding for education costs relating to the scheme was held in the Grants & Contributions Reserve. Funding received to date, as well as further amounts that will be claimed in 2023/24, will be used to support the on-going cost of the scheme in Oxfordshire. Cabinet is recommended to agree the allocation of Homes for Ukraine funding as set out in Annex B-6 and authorise the Director of Finance to finalise the agreements with the City and District Councils following consultation with the Leader of the Council and the Cabinet Member for Finance.

**General Balances**

113. As set out in the Provisional Outturn Report to Cabinet on 20 June 2023, general Balances were £22.6m as at 31 March 2023.

114. The risk assessed level of balances for 2023/24 is £30.2m. Funding of £6.8m estimated to be required to top balances up to the risk assessed level for 2023/24 was included in the budget for 2023/24. A further £0.8m top- up was agreed to be funded from the £5.0m additional Business Rates and Council Tax funding noted in the Financial Monitoring Report to Cabinet in May 2023.

115. After taking account of the projected breakeven position for the council balances are currently forecast to remain at the risk assessed level at the end of 2023/24.

## **Annex B - 6**

### **Homes for Ukraine funding**

Following the launch of the Homes for Ukraine scheme by the government in March 2022, upper tier councils have been in receipt of grant funding relating to the number of guests arriving in their area. This funding was initially provided as a one-off payment at the level of £10,500 per guest and then reduced to £5,900 for arrivals from 1 January 2023 onwards. For eligible minors the tariff will continue at £10,500.

This grant 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.

In two-tier areas it is a condition of the funding that councils must agree a plan locally to:

- make prompt payments to lower-tier councils in relation to all the services which they provide to guests under the scheme, during the full duration of the scheme, including for services such as homelessness assistance for which lower-tier councils are responsible
- make an immediate payment to lower-tier councils in relation to any upfront costs.

This tariff funding is in addition to separate funding received for education and payments to host households. The Local Authority Housing Fund which aims to reduce the risk of homelessness is received directly by the city and district councils.

#### **Response in Oxfordshire**

Oxfordshire's councils, supported by statutory services including Thames Valley Police, OxLEP and the NHS, have organised their Homes for Ukraine response through the Oxfordshire Migration Partnership ('Oxfordshire Silver'). 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 estimated costs incurred by each council and for specific cross-cutting programmes led by either the county council or by one of the city or district councils, on behalf of all partners.

These schemes have been overseen and managed through the decision making, finance and procurement processes of the relevant organisations.

There is now a need to conclude formal grant agreements for the funding allocated to the city and district councils, which was originally apportioned in outline before the number of Ukrainian guests in Oxfordshire was known. The level of the funding, given the numbers of guests in the county, means that the conclusion of the grant agreements is a key decision for the County Council.

## Outline allocations

The allocations in the table below set out how funding has been allocated as at May 2023. Additional funding will be made available from the unallocated budget of £4.1m, according to costs and need, in consultation with district Section 151 officers, and agreed by the County Council's Director of Finance. Expenditure against each element will be reported through the Business Management and Monitoring reports.

Programme element	£ m
Emergency payments	0.4
Wrap around support	0.4
Community Liaison Officers	0.3
Rematching resources (lead authority: Oxford City Council)	0.2
Initial funding allocated to County, City and Districts	5.8
Top-up payments for hosts	1.6
Bus Passes	1.0
Move-On (lead authority: South Oxfordshire and Vale of White Horse District Councils)	6.0
Employment Support (lead authority: Oxfordshire County Council)	1.2
<b>Total allocated funding (May 2023)</b>	<b>16.9</b>
<b>Total tariff funding (May 2023)</b>	<b>21.0</b>
<b>Unallocated funding (May 2023)</b>	<b>4.1</b>

### Emergency payments

**£0.434m**

A £200 payment is made to Ukrainian guests when they arrive at host accommodation in Oxfordshire. This is a one-off 'welcome' payment managed by Oxfordshire County Council.

### Wrap around support for Ukrainian guests

**£0.368m**

Support provided through a contract with a community/voluntary sector provider (currently Asylum Welcome). The wrap around support provides 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 includes: help to access to suitable accommodation, finding employment, supporting volunteering and training opportunities and accessing vital support/health/welfare services.

### Community Liaison Officers

**£0.320m**

These officers are linked to city and district council areas and work closely with the wrap around support provided through the contract above. The officers provide support for Ukrainian hosts and guests in their localities and provide an overview of community services and support.

## **Rematching resources**

### **£0.158m**

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. This reduces the risk of homelessness and the need for emergency temporary accommodation. By working together across Oxfordshire, this enables strategic policies and processes to be put in place to support consistency across the county.

## **Administration/discretionary funding**

### **£5.757m**

Funding for city, district and county councils to cover the costs of administering the Homes for Ukraine scheme and to provide a fund for discretionary payments. This work delivers the objectives of the Oxfordshire Migration Partnership, which is to ensure a warm welcome for all new arrivals and embrace and support independent living for those staying in the county.

Administration costs include:

- Communications
- Finance/payment provision
- Customer contact centre
- Housing support
- Social care support (adults and children)

An initial payment of £500,000 will be made to each district / city area with additional funding being paid according to costs and need from the unallocated funded.

## **Top up for hosts payments**

### **£1.600m**

Additional funding given to Homes for Ukraine hosts to help with increased winter costs last winter (2022/23), thank hosts for their ongoing participation and incentivise the continuation of hosting arrangements.

On-going additional payment made to hosts as a 'top up' over and above Government-agreed payments – so each sponsor in Oxfordshire received £550 per month. The reason for increasing the payments to all hosts is to encourage on-going hosting arrangements and maintain a consistent payment level through variably national offers.

Government 'standard' payments are £350 a month during the first 12 months of guests stay, increasing to £500 once your guest has been in the UK for 12 months.

## **Bus passes for Ukrainian guests**

### **£1.029m**

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 can now apply for free bus passes for a period of up to 24 weeks.

## **Move on £6.002m**

A cross-county team works to ensure the smooth transition of Ukrainian guests from their hosts into independent accommodation.

Led by a team located 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.

## **Employment support £1.212m**

This is a new scheme, being led by Oxfordshire County Council, working closely with partners across the county.

Stable employment is critical for Ukrainian guests to be able to access sustainable accommodation and minimise homelessness. The new support includes:

- Preparing for work in the UK
- Into work (including the securing of jobs, childcare, transport)
- Work experience
- Voluntary work
- Training and conversion courses
- Courses for English Speakers of Other Languages (ESOL) and work based ESOL (WBESOL)
- Self-employment
- Information and signposting.

## **District and city grant agreements**

In order to facilitate the programme elements set out above, this report seeks the approval of Cabinet for initial allocations of funding to the city and district councils via a grant agreement (see recommendation e of the main report) to be concluded by the Director of Finance, in consultation with the Leader and Cabinet Member for Finance.

The initial funding allocation will be as set out in the table below, with further funding as required by each council within the overall Homes for Ukraine envelope, agreed by the Director of Finance on the presentation of a business case, in consultation with city and district council Section 151 Officers.

Initial spending was agreed in outline by the Oxfordshire chief executives 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 is being provided in retrospect.

Funding element	City	CDC	SODC	VOWH	WODC*
Community Liaison Officers 12 months	50000	50000	50000	50000	0
Community Liaison Officers extention	30000	30000	30000	30000	0
Rematching resources	158000	0	0	0	0
Admin/Discretionary (initially capped at £500k)	500000	500000	500000	500000	500000
Moving on staffing support	0	0	170000	0	0
Moving on Private Rental Support	633000	544000	977000	693000	655000
<b>Total funding</b>	<b>£1,371,000</b>	<b>£1,124,000</b>	<b>£1,727,000</b>	<b>£1,273,000</b>	<b>£1,155,000</b>

\*The Community Liaison Officer for WODC is supplied and funded through the Wrap Around Support contract. In other councils the Community Liaison Officer was recruited directly. Therefore, the resource for WODC shows in the table above as £0 for WODC.

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**Business Management & Monitoring Report  
Forecast Position as at the end of May 2023**

**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	Jul	May	Delivering the Future Together & Transformation	COD3	Communications, Strategy & Insight	T	2,000	0
				VSMMGT	Strategic Measures (Increase funding from reserves: Transformation Reserve as per recommendation in report).	T	-2,000	0
			Substance Misuse and Rough Sleeping Grants	PH1 & 2	Public Health Functions	T	1,762	0
				VSMMGT	Strategic Measures	T	0	-1,762
			Fire Service pay award - 2022/23 Full Year	COM4-2	Fire & Rescue	P	1,149	0
				VSMMGT	Strategic Measures	P	-1,149	0
			Fire Service pay award - 2023/24 Part Year	COM4-2	Fire & Rescue	P	678	0
				VSMMGT	Strategic Measures	P	-678	0
Grand Total							1,762	-1,762

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## Voluntary and Community Sector Action Plan 23/24

VCS Priority	Directorate	Service Area	Action
Collaboration and Networking	People, Transformation and Performance	Children's Services	1.1 We will continue to ensure that our own workforce has the right information available to them for effective signposting and referrals to VCS organisations that can support our residents.
	Communications, Strategy and Insight	Policy and Strategy	1.2 We will pro-actively support the Cabinet Member for Public Health and Inequalities in engaging and building relationships with the local VCS.
	Communications, Strategy and Insight	Policy and Strategy	1.3 We will build on our relationship with the VCS sector, working with OCVA to establish regular OSCA (Oxfordshire Stronger Communities Alliance) partnership meetings.
	Communications, Strategy and Insight	Policy and Strategy	1.4 We will oversee implementation of the VCS Strategy across the council and help ensure service area actions are delivered and reported on internally and to OSCA.
	People, Transformation and Performance	Customers and Cultural Services – Libraries	1.5 We will commit to renewing our existing partnership agreements with volunteers and Friends Groups in acknowledgement of the critical support they provide to local library services. We will explore widening this activity across the whole branch network.
	People, Transformation and Performance	Adult Social Care	1.6 We will continue to develop and build upon existing partnership structures within the Oxfordshire Way, such as Communities of Practice to extend the reach and range of community-led prevention strategies.
	Environment and Place	Environment and Circular Economy	1.7 We will support the Community Action Group Network to deepen links with other relevant OCC teams to enhance and extend the impact of relevant projects, by holding and reporting on a minimum of two cross-departmental meetings per year.
	Public Health and Community Safety	Trading Standards	1.8 We will explore how we can best communicate and cascade consumer issues and advice to local community groups to improve resilience against fraud and consumer

## Voluntary and Community Sector Action Plan 23/24

			issues, identifying those groups or areas of the county who appear to be underrepresented in the available data we have.
<b>Volunteering and Social Action</b>	Communications, Strategy and Insight	Communications and Engagement	2.1 We will develop an external communications plan to promote the importance and benefits of volunteering in 2023/24, including events such as Volunteer Week.
	Communications, Strategy and Insight	Communications and Engagement	2.2 We will develop an internal communications plan, in conjunction with HR, to promote the council's volunteering policy and volunteering opportunities, and celebrate the volunteering achievements of our employees.
	People, Transformation and Performance	Customers and Cultural Services – Libraries	2.3 We will widen participation and strengthen volunteer voices across our Libraries by exploring new development opportunities and celebrating the key role our volunteers play in delivering services for our residents.
	People, Transformation and Performance	Customers and Cultural Services – Museums and Heritage	2.4 We will develop opportunities to broaden volunteer participation across Heritage services and work to better capture the benefits of volunteering in improving wellbeing and combatting loneliness.
	Environment and Place	Environment and Circular Economy	2.5 We will further develop community volunteers through town and parish councils such as volunteer flood wardens, highways maintenance and school crossing patrols.
<b>Capacity and Skills</b>	People, Transformation and Performance	Children's Services - Youth	3.1 3.1 We will offer £50,000 of our surplus apprenticeship levy to enable the development of a skilled youth workforce. 10 Youth Work Level 3 Apprenticeships will be funded through this offer.
	Public Health and Community Safety	Public Health	3.2 We will engage smaller VCS organisations in delivering domestic abuse training contracts for professionals and expanding the champions network for professionals and in local communities.

# Voluntary and Community Sector Action Plan 23/24

	People, Transformation and Performance	Partnerships and Delivery	3.3 We will deliver grant support of £300,000 to strategic VCS advisory services to provide additional capacity
	Environment and Place	Highways	3.4 We will train and develop 100 new FixMyStreet Super Users and network volunteers, over the next three years, across the County with the skills to support their local network and community. We will expand our work with communities in managing biodiversity sites.
	Environment and Place	Environment and Circular Economy	3.5 We will support the Community Action Groups to engage local communities across the county on environmental topics by delivering community activities, training and information sharing through the Community Action Groups network. We will report on the number of activities and events delivered annually across our service areas including waste reduction, climate resilience, public rights of way and tree planting.
Supporting a Sustainable Sector	Communications, Strategy and Insight	Policy and Strategy	4.1 We will refresh the Community Asset Transfer Policy.
	Communications, Strategy and Insight	Policy and Strategy	4.2 We will promote the Councillor Priority Fund to the VCS and implement a more streamlined approach to administering the fund.
	People, Transformation and Performance	Adult Social Care	4.3 We will work with NHS, District and City Council and the voluntary and community sector to develop social prescribing and community capacity and capability. This will include development of grant provision for anchor organisations and community groups to support people in the community and avoid admission to hospital or care placements.

## Voluntary and Community Sector Action Plan 23/24

	Public Health and Community Safety	Public Health	4.4 We will work with VCS partners to co-produce our public health research governance processes and strategy. This will include setting up a Community Research Network and support/training for Community Research Champions.
	People, Transformation and Performance	Partnerships and Delivery	4.5 We will partner with OCF to run a second round of VCS grants, providing a further £240,000 of funding to those groups supporting residents in the cost of living crisis.
	Environment and Place	Highways	4.6 We will explore the possibility of supporting the VCS by providing parking permits for volunteers that deliver core services across the county.
	Public Health and Community Safety	Trading Standards	4.7 We will promote Friends Against Scams as a community-led approach to scam harm reduction. In 2023/24, we aim to train 200 'Friends' across Oxfordshire communities to increase resilience against scams, with a view to prioritising a train-the-trainer approach in future years, recruiting 'Scam Champions' to take such learning into their communities.
<b>Reducing Inequalities</b>	People, Transformation and Performance	Children's Services – Youth	5.1 We will ensure that the DfE grant funding allocated to us each year is used to provide our Holiday Activities and Food programme (HAF), to support children from disadvantaged backgrounds and other vulnerable groups throughout school holidays.
	People, Transformation and Performance	Customers and Cultural Services – Libraries	5.2 We seek to further develop the Home Library Service with external funding and volunteers, to better support independent living, combat loneliness and widen participation for residents, as well as monitor and celebrate volunteer impact and achieve improved sustainability.
	People, Transformation and Performance	Customers and Cultural Services – Museums and Heritage	5.3 We will work with local communities and partners to enhance engagement with heritage collections and increase participation, specifically addressing diversity, inclusion and underrepresented communities.

## Voluntary and Community Sector Action Plan 23/24

	Public Health and Community Safety	Public Health	5.4 We will support signposting to the VCS with the promotion of social prescribing and through the Better Housing Better Health service. The Better Housing Better Health service will provide training to the VCS on fuel poverty and potential solutions to residents.
	Public Health and Community Safety	Public Health	5.5 We will fund two VCS organisations to lead and deliver community insights reports to create the final two community profiles in 23/24, utilising the expertise and insight of our partners to steer this essential strategic work.

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