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OXFORDSHIRE COUNTY COUNCIL

To: **Members of the Cabinet**

Notice of a Meeting of the Cabinet

Tuesday, 20 April 2021 at 2.00 pm

Virtual

Please note that due to guidelines imposed on social distancing by the Government the meeting will be held virtually. If you wish to view proceedings please click on this Live Stream Link
However, that will not allow you to participate in the meeting

Yvonne Rees
Chief Executive

April 2021

Committee Officer: **Sue Whitehead**
Tel: 07393 001213; E-Mail: sue.whitehead@oxfordshire.gov.uk

Membership

Councillors

Ian Hudspeth	Leader of the Council
Mrs Judith Heathcoat	Deputy Leader
Lawrie Stratford	Cabinet Member for Adult Social Care & Public Health
Steve Harrod	Cabinet Member for Children & Family Services
Ian Corkin	Cabinet Member for Council Business & Partnerships
Lorraine Lindsay-Gale	Cabinet Member for Education & Cultural Services
Yvonne Constance OBE	Cabinet Member for Environment
David Bartholomew	Cabinet Member for Finance
Eddie Reeves	Cabinet Member for Highways Delivery and Operations
Mark Gray	Cabinet Member for Local Communities

*The Agenda is attached. Decisions taken at the meeting
will become effective at the end of the working day on Wednesday 28 April 2021
unless called in by that date for review by the appropriate Scrutiny Committee.
Copies of this Notice, Agenda and supporting papers are circulated
to all Members of the County Council.*

Date of next meeting: 22 June 2021

Declarations of Interest

The duty to declare…..
Under the Localism Act 2011 it is a criminal offence to
(a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
(b) provide false or misleading information on registration, or
(c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?
The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

(in each case where the member or co-opted member is aware that the other person has the interest).

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.
The Code requires that, at a meeting, where a member or co-opted member has a disclosable interest (of which they are aware) in any matter being considered, they disclose that interest to the meeting. The Council will continue to include an appropriate item on agendas for all meetings, to facilitate this.

Although not explicitly required by the legislation or by the code, it is recommended that in the interests of transparency and for the benefit of all in attendance at the meeting (including members of the public) the nature as well as the existence of the interest is disclosed.

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.

Members are asked to continue to pay regard to the following provisions in the code that *"You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself"* or *"You must not place yourself in situations where your honesty and integrity may be questioned…..".*

Please seek advice from the Monitoring Officer prior to the meeting should you have any doubt about your approach.

List of Disclosable Pecuniary Interests:
Employment (includes"*any employment, office, trade, profession or vocation carried on for profit or gain*".), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines.
http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/ or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

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

AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

    - guidance note opposite

3. **Minutes** (Pages 1 - 14)

    To approve the minutes of the meeting held on 16 March 2021 (**CA3**) and to receive information arising from them.

4. **Questions from County Councillors**

    Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Cabinet's delegated powers.

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

    Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

5. **Petitions and Public Address**

    This Cabinet meeting will be held virtually in order to conform with current guidelines regarding social distancing. Normally requests to speak at this public meeting are required by 9 am on the day preceding the published date of the meeting. However, during the current situation and to facilitate these new arrangements we are asking that requests to speak are submitted by no later than 9am four working days before the meeting i.e. 9 am on Wednesday 14 April 2021 Requests to speak should be sent to sue.whitehead@oxfordshire.gov.uk together with a written statement of your presentation to ensure that if the technology fails then your views can still be taken into account. A written copy of your statement can be provided no later than 9 am 2 working days before the meeting.

♻ *recycled paper* ♻

Where a meeting is held virtually and the addressee is unable to participate virtually their written submission will be accepted.

Written submissions should be no longer than 1 A4 sheet.

6. Business Management & Monitoring Report - February 2021 (Pages 15 - 98)

Cabinet Member: Deputy Leader of the Council and Cabinet Member for Finance
Forward Plan Ref: 2020/155
Contact: Louise Tustian, Head of Insight & Corporate Programmes Tel: 07741 607452/Hannah Doney, Head of Corporate Finance Tel: 07584 174654

Report by Corporate Director Customers & Organisational Development and Director of Finance (**CA6**).

 This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2020/21 – February 2021.

Cabinet is RECOMMENDED to note this month's business management and monitoring report.

7. Strategic Vision for Oxfordshire (Pages 99 - 150)

Cabinet Member: Environment
Forward Plan Ref: 2021/030
Contact: Daw Pettis, Strategic Planning Team Leader Tel: 07771 983395

Report by Corporate Director Environment & Place (**CA7**).

As a partner of the Growth Board, the County Council has been part of the commissioning and development of a new Oxfordshire Strategic Vision for Long-Term Sustainable Development. The Growth Board published a draft Vision document for engagement in November which was considered by Cabinet on 15 December. The reports sets out Oxfordshire's Strategic Vision for agreement.

The Cabinet is RECOMMENDED to:

(a) ***Agree the final Oxfordshire's Strategic Vision for Long Term sustainable Development (attached at Annex 1), noting that it was endorsed by the Oxfordshire Growth Board at its meeting on 22 March.***
(b) ***Consider agreeing the Vision as the basis for informing future county council plans and strategy development, notably the Local Transport and Connectivity Plan (LTCP), the Oxfordshire Infrastructure Strategy (OXIS) and the future Nature Recovery Network Strategy.***
(c) ***Note the implications and observations outlined in paragraphs 13 to 25 in this report.***

8.   Highway Maintenance Contract Extension (Pages 151 - 184)

Cabinet Member: Highways Delivery & Operations
Forward Plan Ref: 2021/024
Contact: Roland Gilbert, Contracts Manager – Interim Tel: 07783 879015

Report by Corporate Director for Environment and Place and Corporate Director Commercial Development Assets and Investments (**CA8**).

The County Council needs to make a decision on whether to grant a two-year extension to its highways contract. This report sets out the options that are available to the Council and recommends an extension is granted, subject to both parties committing to a programme of service improvement, cost reduction and social value enhancement.

The Cabinet is RECOMMENDED to

(a) ***Support an extension to the highway maintenance contract by two years to the end of March 2025.***

(b) ***Delegate authority for the completion of the extension and associated Framework Alliance Contract (FAC) to the Corporate Director for Environment & Place in consultation with the Corporate Director of Commercial Development, Assets and Investment, and the s151 Officer.***

9.   Developing a Strategic Framework for Oxfordshire County Council Libraries and Heritage Services (Pages 185 - 200)

Cabinet Member: Education & Cultural Services
Forward Plan Ref: 2021/046
Contact: Lesli Good, Assistant Director – Cultural Services Tel: 07930 617798

Report by Corporate Director for Customers and Organisational Development (**CA9**).

The council's current library and heritage services provide a network of assets in our local communities and an active and passionate community of volunteers. Our libraries provide a 'footprint' in many communities, geographically spread across the county, on which to build and develop responsive library and added value services that explicitly meet local needs.

There is evidence from other authorities that a clear vision and strategic framework for the planning and delivery of these services can strengthen the contribution they make to wider community outcomes. As we move out of the pandemic and make plans for economic and community recovery the time is right to improve our strategic ambition and planning for these services.

The report seeks approval for the development of a clear vision and strategic framework for the planning and delivery of libraries and heritage services to strengthen the contribution they make to wider community outcomes.

The Cabinet is RECOMMENDED to

(a)   *Agree the purpose for libraries and heritage services set out in para 28 and the development of a strategic framework to enable these services to contribute more effectively to broader community outcomes in line with the council's statutory duties and strategic vision 'Thriving Communities for Everyone in Oxfordshire'.*

(b)   *Ensure the role of the libraries and heritage is widely acknowledged as a significant contributor to economic growth and development in the county and the region by setting out the ambitions and planned outcomes in strategic plans.*

(c)   *Agree that the development of the strategic framework should be based on detailed understanding of local need and engagement with stakeholders as set out in para 34 to 38.*

(d)   *Agree to the development of a Member Engagement Plan to build a shared understanding of the contribution of these services to community outcomes.*

10.   Reprovision of Maltfield House - New Build Children's Home (Pages 201 - 206)

Cabinet Member: Children & Family Services
Forward Plan Ref: 2021/041
Contact: Lara Patel, Deputy Director Children's Services Tel: 07917 534366

Report by Corporate Director of Children's Services (**CA10**).

To seek approval of the proposal to change the design specification of the new build children's home from six to four beds.

The Cabinet is RECOMMENDED to approve the proposal to change the design specification of the new build children's home from six to four beds

11.   Delegated Powers - April 2020

Cabinet Member: Leader
Forward Plan Ref: 2020/156
Contact: Sue Whitehead, Principal Committee Officer Tel: 07393 001213

To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.1 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for Scrutiny call-in.

12. **Forward Plan and Future Business** (Pages 207 - 208)

Cabinet Member: All
Contact Officer: Sue Whitehead, Principal Committee Officer Tel: 07393 001213

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted at the following meeting".   Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA12.** This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

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

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

CABINET

MINUTES of the meeting held on Tuesday, 16 March 2021 commencing at 2.00 pm and finishing at 3.38 pm

Present:

Voting Members:	Councillor Ian Hudspeth – in the Chair Councillor Mrs Judith Heathcoat Councillor Lawrie Stratford Councillor Ian Corkin Councillor Lorraine Lindsay-Gale Councillor Yvonne Constance OBE Councillor David Bartholomew Councillor Eddie Reeves
Other Members in Attendance:	Councillor Liz Brighouse (Agenda Item 6) Councillor Glynis Phillips (Agenda Items 6 & 7) Councillor John Sanders (Agenda Items 8, 9, 12 & 14)
Officers:	
Whole of meeting Part of meeting	Yvonne Rees (Chief Executive); Lorna Baxter, Director of Finance; Anita Bradley, Director of Law & Governance; Steve Jorden, Corporate Director, Commercial Development, Assets and Investment; Sue Whitehead (Law & Governance) Item 6 - Claire Taylor, Corporate Director Customers & Organisational Development; Louise Tustian, Head of Insight and Corporate Programmes Item 9 – Llewellyn Morgan and Elizabeth Bohun, iiHub EV Integration Team; Item 10 – Rob MacDougall, Director of Community Safety and Chief Fire Officer; Jody Kerman, Trading Standards Operations Item 11 – Rachel Wileman, Assistant Director Strategic Infrastructure and Planning Item 12 – John Disley, Infrastructure Strategy and Policy Item 13 – Kevin Broughton, Development Management - Policy

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and schedule, copies of which are attached to the signed Minutes.

21/21 APOLOGIES FOR ABSENCE
(Agenda Item. 1)

Apologies were received from Councillors Mark Gray and Steve Harrod.

22/21 MINUTES
(Agenda Item. 3)

The Minutes of the meeting held on 23 February 2021 were approved and signed as a correct record.

23/21 QUESTIONS FROM COUNTY COUNCILLORS
(Agenda Item. 4)

The questions received from County Councillors and responses are set out in an Annex to these Minutes.

24/21 PETITIONS AND PUBLIC ADDRESS
(Agenda Item. 5)

The following requests to address the meeting had been agreed by the Chairman.

Item 6 – Business Management & Monitoring Report: Councillor Liz Brighouse, Chairman of Performance Scrutiny Committee

Councillor Glynis Phillips, Shadow Cabinet Member Finance

Item 7– Capital Programme Monitoring: Councillor Glynis Phillips, Shadow Cabinet Member Finance

Item 8 – Oxford Zero Emission Zone Pilot Formal Consultation: Councillor John Sanders, Shadow Cabinet Member for Environment

Item 9 - Oxfordshire Electric Vehicle Infrastructure Strategy: Councillor John Sanders, Shadow Cabinet Member for Environment

Item 12 - England's Economic Heartland Final Transport Strategy: Councillor John Sanders, Shadow Cabinet Member for Environment

Item 13 - Objection to West Berkshire Minerals and Waste Local: Councillor John Sanders, Shadow Cabinet Member for Environment

25/21 BUSINESS MANAGEMENT & MONITORING REPORT - JANUARY 2021
(Agenda Item. 6)

Cabinet considered a report that set out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2020/21 – January 2021.

Councillor Liz Brighouse, Chairman of Performance Scrutiny Committee detailed comments from the Performance Scrutiny Committee including concerns with the LED lighting contract and performance with highway's resurfacing. Councillor Brighouse outlined the further information they had asked for in relation to these issues. The Committee had also requested changes to simplify the information in the commentary for listening to residents under the number of pothole enquiries and a request to see the average time for repairs, noting that this work was underway. Councillor Brighouse commented that the Committee had raised the number of drainage issues raised through Fix My Street that did not meet the criteria and that they had queried whether the criteria needed to be reviewed given the importance of this issue to many residents. Questions had been raised over the Skanska contract and noted the assurance given that the new contract would be brought to the Performance Committee for scrutiny. Referring to the backlog in assessments for Education and Health Care Plans the Committee had noted the shortage of educational psychologists and had queried whether this shortage could be addressed using apprenticeships. The Committee had also highlighted as a priority for the Committee to look at this issue and the operation of the CAMHS service.

Councillor Glynis Phillips, Shadow Cabinet Member for Finance, highlighted the need for a robust and sustainable action plan to tackle delays to EHCPs. Councillor Phillips noted the positive activity detailed in the report including the recruitment of an air quality programme manager and commented that it would be helpful to know when the County Strategic Framework for Managing Air Quality with partners and service areas would be published in order to support a number of important initiatives. She noted the positive impact of the Family Solutions Programme in families getting help sooner although there had been an increase in referrals to the Multi Agency Safeguarding Hub linked to a high level of domestic abuse. Councillor Phillips also highlighted the work of the library staff in relation to Making Every Contact Count with the aim of encouraging a healthy lifestyle. Staff needed to have the expertise, confidence and knowledge to have those conversations and the Council could do more to build on the work of the libraries by including such training in the induction programme for new staff.

Councillor Phillips referred to the budget noting that Oxfordshire had received £1.3m for the covid winter grants scheme to support children, families and the most vulnerable and that the funding should be used in the period early December to 31 March. Having worked with Districts Councils on distributing funds she queried whether the spending was being monitored to see that allocations were on track.

Councillor Phillips expressed concern at the changes to the budget set out in the recommendations. The budget and the review of charges was agreed by Full Council only in February and she queried what explanation there was for making such a change so soon. Councillor Phillips expressed thanks for the efforts of the finance team in achieving a balanced budget but noted that the impact of covid would continue into the next financial year.

Councillor Judith Heathcoat, Deputy Leader of the Council, introduced the performance and risk assessment elements of the report. Councillor Heathcoat commented on the largely positive picture of performance that was due in no small part to the Council's workforce and she thanked them for their service. Councillor

Heathcoat detailed that of 27 performance indicators, 14 were green, 12 were able and 1 indicator was unable to be reported on due to covid. No indicators were reported red. Councillor Heathcoat highlighted positive performance in relation to trading standards and referred to the positive inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) of OFRS in relation to their response to covid.

Councillor David Bartholomew, Cabinet Member for Finance introduced the finance element of the report that outlined the forecast revenue budget at the end of January 2021 and an update on the Medium Term Financial Strategy The report included information on the financial impact of COVID-19 and Councillor Bartholomew stated that there would be additional costs into 2021/22. Councillor Bartholomew moved the recommendations.

During discussion Cabinet responded to the points raised by Councillor Phillips and highlighted positive performance.

RESOLVED: to:

(a)   note this month's business management and monitoring report.
(b)   approve virement set out in Annex C-2b relating to the planned use of the Public Health Savings to fund appropriate expenditure in other services, and the virement from the COVID-19 Budget to the services for the period November 2020 to March 2021;
(c)   note the virements set out in Annex C-2c; and
(d)   approve the bad debt write-offs set out in Annex C.
(e)   approve the 2021/22 Charges set out in paragraph 33 and Annex C-6

26/21 CAPITAL PROGRAMME MONITORING REPORT - JANUARY 2021
(Agenda Item. 7)

Cabinet had before them a report that set out the latest monitoring position for 2020/21 capital programme based on activity to the end of January 2021 and provided an update on latest ten-year capital programme to 2030/31.

Councillor Glynis Phillips, Shadow Cabinet Member for Finance referred to the problems with the LED replacement programme and noted that the report stated that delivery would catch up. Councillor Phillips queried what evidence supported this statement. Councillor Phillips also noted that the figures for the programme varied to the numbers in the report at agenda item 6 and sought clarification on the numbers involved in the programme.

Councillor David Bartholomew, Cabinet Member for Finance in moving the recommendations clarified the numbers in relation to the rephasing of the LED street light replacement and confirmed that the programme was still expected to end on time.

RESOLVED: to:

(a)   note the latest capital monitoring position for 2020/21 in Annex 1; and

(b)   note the latest forecast for additional costs to the Capital Programme associated with COVID-19 of £2.7m.

27/21 OXFORD ZERO EMISSION ZONE PILOT FORMAL CONSULTATION
(Agenda Item. 8)

Cabinet considered a report that outlined a final proposal for the Oxford ZEZ Pilot which was published as part of a period of formal consultation between Friday 20 November 2020 and Sunday 17 January 2021.

Councillor John Sanders, Shadow Cabinet Member for Environment, spoke in support of the proposals but sought assurance that there would be discussion with local councillors and interest groups.

Councillor Yvonne Constance introduced the contents of the report and moved the recommendations.

RESOLVED: to:

(a)   note the content of the report and outcomes of the recent public consultation on the Oxford Zero Emission Zone Pilot; and

(b)   approve the final Zero Emission Zone Pilot scheme at Annex 6 and authorise the scheme to be implemented.

28/21 OXFORDSHIRE ELECTRIC VEHICLE INFRASTRUCTURE STRATEGY
(Agenda Item. 9)

All six of Oxfordshire's councils have declared or acknowledged climate emergencies; Oxfordshire County Council's broader vision includes an ambition to reducing carbon emissions to tackle climate change and improve air quality. Supporting a transition to zero emission road transport is a key component in Oxfordshire's councils achieving their net zero carbon targets, reducing air pollution, and delivering key transport initiatives such as the Oxford Zero Emission Zone.

The government has proposed an end to the sale of petrol and diesel vehicle sales by 2030. Comprehensive, accessible and efficient charging infrastructure is essential in enabling the rapid adoption of electric vehicles. Cabinet had before them The Oxfordshire Electric Vehicle Infrastructure Strategy (OEVIS) that set out the policies and plans to realise this goal.

Councillor John Sanders, Shadow Cabinet Member for Environment, commented that paragraph 6.2 of the report set out pitfalls but it was key to the successful take up.

During discussion: Cabinet:

- Noted that other initiatives such as car clubs were important to encourage car sharing and reduce congestion.
- Referred to the possible issue of electric companies keeping up with demand. In some areas of Oxfordshire power could be lost for six hours at a time making it difficult to charge vehicles regardless of the provision of charging points. Officers

advised that they had discussed this point with the company who were confident of being able to supply sufficient energy for the grid.

RESOLVED*:* to ADOPT the recommended policies and key actions for the Oxfordshire Electric Vehicle Infrastructure Strategy (2020-2025).

29/21 TENANT FEES ACT 2019 (AND ASSOCIATED LEGISLATION) - FINANCIAL PENALTY ENFORCEMENT POLICY
(Agenda Item. 10)

Cabinet had before them a report seeking approval of the adoption of a regime of financial penalties for breaches of relevant legislation governing the activities of lettings agents and other businesses in the property sector.

Councillor Judith Heathcoat, Deputy Leader of the Council introduced the contents of the report and moved the recommendations.

RESOLVED: to approve a new mechanism for the Trading Standards Service to take action against property agents for breaches of relevant housing legislation by means of civil financial penalties, as outlined in the supporting Enforcement Policy (adopted from the model implemented nationally by the National Trading Standards Estate and Lettings Agency Team).

30/21 STATEMENT OF INTENT A COMMITMENT TO ENVIRONMENTAL RESILIENCE AND RENEWAL
(Agenda Item. 11)

Cabinet considered a report seeking support for the intention of the County Council to support the establishment of a new County wide environment advisory group (as part of Oxfordshire Growth Board Governance and subject to endorsement by the Oxfordshire Growth Board) and to agree the Oxfordshire - Cambridge Arc environmental principles (subject to endorsement at the OxCam ARC Plenary meeting)

Councillor Ian Hudspeth, Leader of the Council introduced the contents of the report and moved the recommendations.

RESOLVED: to:

(a)   acknowledge the breadth of County Council partnership activity for climate action, environmental resilience and renewal in Oxfordshire.

(b)   support the establishment of an Environment Advisory Group of the Oxfordshire Growth Board and its Terms of Reference as set out at Appendix 1, subject to the outcome of the meeting of the Growth Board on 22 March.

(c)   endorse the shared principles for protecting, restoring and enhancing the environment in the Oxford to Cambridge Arc, as set out at Appendix 2.

(d) support the development of an Arc Environment Strategy which will provide for how the principles can be delivered and delegate authority to the Corporate Director Environment and Place, in consultation with the Cabinet Member for Environment to take this forward.

(e) note progress concerning the development of a Local Nature Partnership for Oxfordshire.

31/21 ENGLAND'S ECONOMIC HEARTLAND FINAL TRANSPORT STRATEGY
(Agenda Item. 12)

The England's Economic Heartlands (EEH) Transport Strategy directly supports a number of the Council's strategic priorities in the Corporate Plan, in particular reducing carbon emissions, improving air quality, reducing the need to travel, promoting public transport and active travel over private use of the car where appropriate and strengthening investment in strategic transport and digital connectivity, notably rail investment such as East-West Rail. The Strategy before Cabinet

The County Council has had significant input into the Strategy at both officer level (via the EEH Transport Group) and Member level (via the Strategic Transport Forum (STF)) and given the recent launch and importance of the Transport Strategy to the emerging County Council Local Transport and Connectivity Plan (LTCP), Cabinet had before them a report asking them to formally endorse the final EEH Transport Strategy.

Councillor John Sanders, Shadow Cabinet Member for Environment welcomed the commitment to consider all options as set out at paragraph 16 of the report and welcomed the focus on mass transport. However, he considered that there should be reference to the motion of council on 5 November 2019 rejecting the Expressway in favour of support for prioritising the East West Rail link. Councillor Hudspeth, Leader of the Council explained that the Strategy was not an OCC document.

Councillor David Bartholomew, referred to reference in the earlier consultation response that there should be greater recognition in the strategy of the need for cross boundary working with surrounding sub-national transport bodies on connectivity. He expressed concern that there was no response to these comments. He proposed an amendment, seconded by Councillor Yvonne Constance to reflect this concern. The amendment was agreed unanimously, and it was:

RESOLVED:

(a) Cabinet endorses the England's Economic Heartland (EEH) Transport Strategy in broad terms but is concerned to note that the previous consultation response "*...that there should be greater recognition in the strategy of the need for cross boundary working with surrounding sub-national transport bodies on connectivity and scheme proposals that have impacts across both areas,*" appears to have been ignored; and

(b) to continue our representation on the EEH Board and Strategic Transport Forum (STF) to ensure alignment with our emerging Local Transport and Connectivity Plan (LTCP).

32/21 OBJECTION TO WEST BERKSHIRE MINERALS AND WASTE LOCAL PLAN
(Agenda Item. 13)

The Cabinet are asked to endorse the officer recommendation to raise an objection to the R19 West Berks Minerals and Waste Local Plan pre-submission draft.

Councillor John Sanders, Shadow Cabinet Member for Environment spoke in support of the recommendations.

Councillor Yvonne Constance, Cabinet Member for Environment commented that it was unexpected that West berkshire would conntinue to rely on Oxfordshire. An officer added that they were working closely with West Berkshire and had suggested a possible way forward.

RESOLVED: to:

(a)   endorse the officer response to the West Berkshire Minerals and Waste Local Plan Consultation (Reg 19 Submission) and the Statement of Common Ground (appended).

(b)   To delegate authority to the Corporate Director, Environment and Place in conjunction with the Cabinet member for Environment, to:

(i)   seek to overcome and where possible withdraw the objections set out in the appended Officer response through duty to co-operate discussion with West Berkshire Council; and

(ii)   approve the Statement of Common Ground with West Berkshire.

33/21 FORWARD PLAN AND FUTURE BUSINESS
(Agenda Item. 14)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet together with changes and additions set out in the schedule of addenda.

RESOLVED: to note the items currently identified for forthcoming meetings.

.... in the Chair

Date of signing   2021

CABINET – 16 MARCH 2021

ITEM 4 – QUESTIONS FROM COUNTY COUNCILLORS

Questions	Answers
1. COUNCILLOR MARK CHERRY Will the cabinet member for Highways Delivery urgently liaise with Oxfordshire County Council drainage officers and the relevant Cherwell District Council officer who are currently working on engineering plans to divert the current water stream in Mold Crescent onto The Fairway Road. Not only is it causing extensive damage (potholes) to the public highway, there are also public safety concerns. I understand that it's down to Thames Water to arrange to pipe water into the storm water system. The works urgently needs a timeframe to be moved forwards, as resident's concerns are increasing as the situation has been running for nearly 40 years.	**COUNCILLOR EDDIE REEVES, CABINET MEMBER FOR HIGHWAYS DELIVERY & OPERATIONS** Originally CDC had approached OCC to ask if this ground water runoff could be diverted into the highway drainage carrier pipes. As OCC felt the carrier pipes had insufficient capacity to take additional volume (to what ran off the highway) it was suggested an alternative solution was found. Over time, it became apparent OCC and CDC needed to assist each other in this investigation as OCC had equipment resources to aid CDC and were increasingly becoming aware of the damage to the highway, having to revisit a number of times to undertake safety defect repairs. The CDC officer has now been able to obtain permission from Thames Water to discharge this ground water into a convenient surface water sewer, as this is clearly an issue for the riparian owner, in this case Banbury Town Council (BTC), as the water exits the park adjacent to the highway, OCC feel the implementation of any scheme will require a decision and funding from Banbury Town Council, OCC contractors, Skanska, have estimated the scheme may cost about £5,000 but any design submitted by the Town Council would require a full estimate if needed.

Questions	Answers
	For information, as a result of significant water run off onto the highway over time, OCC will also need to instigate a road repair (when the road is dry) to ensure safety, which will involve a road closure. This is potentially up to a three month process, with the provisional estimate of the repairs to the road being a £20,000 cost to OCC I understand that an officer (BTC) will be taking a paper to the next BTC committee (on 23rd March) for approval of the funding (£5k), OCC officers will be informed the following day. Once the funding has been approved the work can be programmed.
2. COUNCILLOR JOHN HOWSON When was the weight limit on Leckford Road in my Division of 7.5 tonnes last enforced?	**COUNCILLOR EDDIE REEVES, CABINET MEMBER FOR HIGHWAYS DELIVERY & OPERATIONS** No active enforcement of the this weight restriction has been conducted by Oxfordshire County Council. However, the Police can equally enforce weight restriction breaches and may have done so. Although this is a non-statutory function, the County Council maintains some capacity to enforce weight restriction breaches and this is undertaken by the Trading Standards Service. One key factor in directing where this finite resource should be focused, is the number of public reports of possible breaches being received in an area. The Trading Standards Service has not received any public reports via their online reporting tool regarding Leckford Road. I would encourage anybody who has observed a potential weight restriction breach to report the matter to Trading Standards via our public website. Of course, most weight restriction areas will allow HGVs to access the area for collections and deliveries, within the area itself.

Questions	Answers
	Below is a link to the relevant page of our website: https://www.oxfordshire.gov.uk/business/trading-standards/weight-restriction-enforcement
SUPPLEMENTARY Councillor Howson thanked the Cabinet Member for the response which he had passed to the relevant resident's association. Councillor Howson queried whether the Cabinet Member would be able to provide a similarly positive answer to the residents of my Division about the rising bollards on Aristotle Lane that are still not working despite assurances that they would be replaced and fully functional by now.	Councillor Reeves indicated that if Councillor Howson would provide him with the relevant correspondence he would be happy to look into it for him.
3. COUNCILLOR TIM BEARDER How many new houses does EEH envisage across the area by 2050?	**COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT (inc. TRANSPORT)** Part of this answer has been sourced from the July 2020 EEH publication ***Heartland in Context*** which takes its data from the EEH Databank. More information can be found at the following link, in particular document page 33 entitled ***Housing*** "The majority of current Local Plans of the 37 planning authorities in the Heartland cover a period from the early 2010s to the early 2030s. Together, the current plans will deliver a total 535,000 new dwellings, increasing the region's existing housing stock by around 25%. Local Plan growth equates to 27,822 new homes per year. If

Questions	Answers
	this level of planned growth was to continue until 2050, an additional 862,000 new homes would be delivered over the next 30 years." It is important to note that those forecasts beyond the 2030s will be the subject of the OxCam Arc Spatial Framework, which the government very recently announced will be a statutory planning framework for the Oxfordshire to Cambridgeshire region. The policy paper accompanying the announcement confirms MHCLG will be leading this piece of work and is planned to take place from Spring 2021 until end 2022/early 2023.
4. COUNCILLOR TIM BEARDER How many NEW roads will be built under EEH plans? NEW roads and NOT improvements to existing ones, such as the A34	**COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT (inc. TRANSPORT)** The EEH Transport Strategy proposes to develop an infrastructure Investment Pipeline. The strategy goes onto illustrating some initial proposals, which are summarised on a map on pages 70 - 71. Most of these proposals are improvements to existing roads but we will ask EEH if they can confirm to us which of these projects would include new sections of road. The strategy has identified the benefits of considering strategic large-scale infrastructure at a regional scale and has committed to delivering a programme of Connectivity Studies to look at areas in detail and develop packaged proposals. Local Authorities have been invited to participate in the Steering groups for these studies and we can confirm that an Oxfordshire County Council officer representative will be involved in this group. The first two of these studies will be commencing in April 2021, for a period of one year, and will be looking at the Oxford – Milton Keynes corridor and the Peterborough – Northampton – Oxford corridor. The studies will look holistically at the interconnections between these major economic hubs and also along

Questions	Answers
	the routes and will consider how both transport and digital connectivity could be improved.

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CABINET REPORT – 20th April

BUSINESS MANAGEMENT & MONITORING REPORT
February 2021
Report by Corporate Director for Customers and Organisational Development
and Director of Finance

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RECOMMENDATIONS

1. To note this month's business management and monitoring report.

Executive Summary

2. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2020/21 – February 2021.

Introduction

3. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.

4. These monthly business management reports are part of a suite of performance, leadership risk and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next two years, under our vision for Thriving Communities. It also shows our priority activities for the current business year.

5. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.[1]-

6. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in three annexes:

   a. Annex A: performance
   b. Annex B: risk
   c. Annex C: finance

7. The continuing impact of the coronavirus (COVID-19) pandemic on the Council's performance can be seen in this report. The majority of councillors and officers continue to work from home, other than those whose work requires otherwise, in those cases the appropriate risk assessments are taken and government guidelines are followed. We are proud of the quick and efficient response delivered by our services to support our communities and the new regulations given during the pandemic.

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[1] **Corporate Plan and Medium Term Financial Plan:** https://www.oxfordshire.gov.uk/sites/default/files/file/about-council/CorporatePlan2020.pdf
Outcomes Framework and previous reports: https://www.oxfordshire.gov.uk/council/about-your- council/plans- performance-and- policies/performance- reports

8. However, as can be seen in Annex A of this report, some services' performance continues to be disrupted by the need to vary or suspend normal operations as part of our planned COVID-19 response.

9. This report helps to demonstrate some of the ways in which the Council is taking climate action for a thriving Oxfordshire. In April 2019, councillors unanimously agreed to take greater action on carbon emissions, including calling on the Leader to set an ambitious target to become carbon neutral by 2030 for our own estate and activities. Since then we have been taking action across all our main areas of influence: our schools, our supply chain, our policy making and our partnerships. This report shows progress towards our ambitions to reduce carbon emissions, improve transport networks and support healthy communities as part of our commitment to tackle climate change (see Annex A indicators 10 to 13).

10. The report also supports our commitment to inclusion and equality, which is enshrined in the Council's vision of "Thriving communities for everyone in Oxfordshire" and the newly agreed Equalities, Diversity and Inclusion Framework, Including Everyone. We know that the data and commentary in this report does not tell the whole story of how the Council is working to address inequality: that commitment also runs throughout services and activities which are not reported here. However, this report helps to demonstrate our commitment in action. We also know that inequality persists in Oxfordshire for a variety of reasons and we will continue to use our knowledge and influence to ensure that our services perform well for everyone.

Progress towards delivery of Oxfordshire County Council's Corporate Plan

11. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan specifies outcomes which describe the changes we expect to see as a result of the Council's actions. Performance indicators show the extent to which those outcomes are being achieved, and in turn measures and targets show progress towards the indicators. Collectively, this arrangement is called the Outcomes Framework.

12. This year's Outcomes Framework includes 11 outcomes, 27 indicators and 80 measures.

13. Every reporting period, the indicators are given a Red, Amber or Green (RAG) rating in these reports, signifying whether or not progress is on track. In deciding RAG ratings, we consider data on current performance and an assessment of progress.

14. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report.

15. The information below provides a snapshot of progress towards Corporate Plan outcomes during February 2021, including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.

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We listen to residents so we can continuously improve our services and provide value for money

Performance highlights

- The Customers Service Centre undertakes a customer satisfaction survey one week every month. Latest satisfaction survey – February – 116 customers surveyed 93.97% were happy with the service they received from Customer Services. 5,226 contacts recorded from all channels. 4,471 contacts (86%) were resolved at first point of contact.

Areas for improvement

- During February, the Customer Service Centre received 11,541 inbound calls and made, 6,273 outbound calls. The abandoned level decreased slightly from 6.7% to 6.3%. School Admissions have seen the biggest reduction in calls during February. Areas for Communities (Highways, Street Lighting, Van & Waste) remain consistent with this time of year. Residential Parking has seen two new Controlled Parking Zones (CPZs) introduced during February, with two more due in March. Demand on the team has increased with the new zones.

PERFORMANCE SUMMARY			
OUTCOMES	**INDICATORS**	**RAG**	**Change since last report**
Our services improve	1. Improvement following external inspection/audit	Green	No change
	2. Listening to residents	Amber	No change
We deliver value for money	3. The Council is financially resilient	Green	No change
	4. Effective financial management and governance	Green	No change

We help people live safe and healthy lives and play an active part in their community

Performance highlights

- The Trading Standards team have continued to support reports of scams and doorstep crime, and the Fire Service crews, and Home & Community Advisers have continued to carry out Safe and Well visits during lockdown in a COVID safe way.

- Drivers are being warned about the dangers of using mobile phones while driving in a campaign launched by Oxfordshire Fire and Rescue Service. Research has shown that using a mobile phone can impair driving ability more than being over the drink drive limit. The campaign is in collaboration with Thames Valley Police. Their officers will be focusing on detecting and prosecuting drivers who use their mobile phones behind the wheel.

Areas for improvement

- The Fire Service aim for the nearest Fire Engine to attend an emergency within 11 minutes 80% of the time and within 14 minutes 95% of the time. At present it is running at 76.79% and 88.51% respectively.

PERFORMANCE SUMMARY			
OUTCOMES	**INDICATORS**	**RAG**	**Change since last report**
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	Amber	No change
	6. Timeliness of emergency response	Amber	No change
	7. Numbers of people receiving support to stop smoking or for drug and alcohol dependency	Green	No change

We provide services that enhance the quality of life and protect the local environment

Performance highlights

- The percentage of highway maintenance construction, demolition and excavation waste diverted from landfill is at an average of 97.9% between April and January (data reported one month in arrears). Achieving over and beyond the 90% annual target.

- An annual measure of 8% reduction in carbon equivalent emissions from Council estates & activities is 2% higher than the 6% target for the year.

  - 545 streetlights converted to LED in February.

  - OCC obtained £2.1m funding from Public Sector Decarbonisation Scheme (PSDS) to implement heat decarbonisation and energy efficiency projects for 7 council builds and 4 maintained schools

  - Scoping of new design standards for new build and refurbishment completed.

  - Benson Library refurbished with a range of energy saving measures, solar PV and an air source hear pump taking it off the gas grid.

- Options for improved air quality metrics have now been drafted. County and district colleagues are being consulted on this and once agreed these will allow better reporting of the air quality position and progress in the county.

Areas for improvement

- In February a further 545 lanterns were converted to LED equipment bringing the total number of units now running LED technology to 18,761. This represents 31.5% of the 59,631 within the County. The overall target of 40% by the end of March will not be achieved and 35-37% is now predicted. This is due to a column supply issue. Delivery programme will be caught up in 2021/22. Whilst below the target on numbers, the programme is targeted at the units with the highest energy usage and therefore energy saving will profile ahead of target.

- The library service has seen a 53% drop in Active Users in February 2021 compared to the same time last year. Registered borrowers have dropped by 10%, New borrowers dropped by 78% and daily visits have dropped by 97%. The drop is due to the service operating a limited service from only 14 libraries in Feb 2021.

PERFORMANCE SUMMARY			
OUTCOMES	**INDICATORS**	**RAG**	**Change since last report**
Our quality of life in Oxfordshire is enhanced	8. Condition of highways	Green	No change
	9. Engagement with cultural services	Amber	No change
Our local environment is protected, and climate change is tackled	10. Reduction in carbon equivalent emissions from OCC's activities	Amber	No change
	11. Reduced carbon impact of our transport	Green	No change
	12. Air quality	Amber	No change
	13. Household waste re-used, recycled or composted	Amber	No change

We strive to give every child a good start in life and protect everyone from neglect

Performance highlights

- In the last 12 months 59% of Education Health and Care Plans have been issued in 20 weeks, in line with the latest national average (2019 calendar year of 59%). Even with COVID-19 requests for EHCPs have not dropped.

- Children Services have supported schools who remained open for vulnerable children and children of key workers and continue to support them as they open fully and welcome children back into full time education

- Throughout the year we have worked hard to improve the timeliness of Education, Health and Care plans. This has now hit the target level and is line with the national average. This has been delivered by strong management action; improved processes and targeted resources.

Areas for improvement

- The first national lockdown led to an increase in contacts to the Multi Agency Safeguarding Hub (MASH). The MASH is staffed to deal with 350 contacts per week and so far, this year there have been over 550 per week. The additional 7 temporary staff agreed by the council have been recruited and have helped to deal with this additional work.

- The number of children we care for is above (worse than) the target level, but lower than this time last year. Numbers since April have risen slightly (767 to 780), whereas previously they were dropping. The change in trajectory has been partly driven by a slowdown in children and young people who leave the system. The implementation of the Family Safeguarding plus Model was planned to help manage and reduce demand. However, managing risk to children in the community, supporting them to stay within the family home, the key impact of the Family Safeguarding Mode, is particularly challenging at this time and the service has had to make difficult risk-based decision, given the limitations of education and community protective factors during the three lockdown periods.

PERFORMANCE SUMMARY			
OUTCOMES	**INDICATORS**	**RAG**	**Change since last report**
Children are given a good start in life	14. Prevalence of healthy children	Amber	No change
	15. Number of looked after children	Amber	No change
	16. Numbers of children's social care assessments	Green	No change
	17. Number of child protection plans	Green	No change
Children are able to achieve their potential	18.Timeliness completing Education, Health &Care Plans	Green	Amber

We enable older and disabled people to live independently and care for those in greatest need

Performance highlights

- We continue to support independent living by increasing the amount of home care we purchase to support people at home. We are currently purchasing over 4,000 more hours of home care per week than in April. This has meant that that more people are supported at home and fewer people have been placed in care homes. Just under a hundred new people this year have been supported with care in extra care housing.

- People are supported to have more control over the delivery of care. More people have a personal budget than the national average and more people organise their care through a direct payment where they are provided with the cash to purchase the care.

Areas for improvement

- The national data shows fewer people in Oxfordshire have the opportunity for reablement (a short-term intervention to help them to return to their previous level of functioning) than elsewhere. As such we are looking to increase the amount of reablement in Oxfordshire next year through a new contract.

PERFORMANCE SUMMARY			
OUTCOMES	**INDICATORS**	**RAG**	**Change since last report**
Care services support independent living	19. People needing short-term support can access an effective service	Not assessed	No change
	20. Number of people with control over their care	Green	No change
	21. Number of people delayed leaving hospital	Green	No change
	22. People needing social care are supported to stay in their own home	Green	No change

We support a thriving local economy by improving transport links to create jobs and homes for the future

Performance highlights

- 95% of iHub's live projects are progressing on schedule and on Budget. There is a reliance on external partners to reach time and deliver milestones.

- Average excess waiting time for buses on frequent services (minutes) is running at 1.1 mins, well below the target the 5 mins target. Going forward the target of 5 minutes is under review to ensure consistency with the Punctuality Improvement Partnership (PIP) agreement, now signed off by OCC and bus operator Directors.

Areas for improvement

- Supporting the delivery of new affordable housing has not met its three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022. The extended programme for the fourth year provides the capacity to deliver the agreed target and utilise the allocated budget from Ministry for Housing, Communities and Local Government (MHCLG).

- Trading Standards interventions or fire risk inspections for businesses are performing at a high rate during COVID. However, Trading Standards has failed to reach the target of 3135, only making 2331 interventions.

SUMMARY			
OUTCOMES	**INDICATORS**	**RAG**	**Change since last report**
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	Amber	No change
	24. Number of new homes	Amber	No change
Businesses are able to grow and develop	25. Support for a strong local economy	Green	Amber
People and communities Have excellent transport and broadband connections	26. Levels of disruption to journeys	Green	No change
	27. Enhanced digital connectivity for residents & businesses	Green	No change

Risk Management

16. The most senior level of risk management in the Council is carried out collectively by the Chief Executive's Direct Reports (CEDR). CEDR manages the Council's "leadership risks" – those risks that are significant in size and duration and could impact on the performance of the Council as a whole, and in particular on its ability to deliver its strategic priorities. This may include operational risks escalated from services to the leadership level due to the potential scale of their impact.

17. The Council's Leadership Risk Register (see Annex B) forms the basis of our COVID-19 risk management approach.

Risk Ref	Risk Title	Residual Risk Score	D'tion of travel	Latest Update
LR1	Demand management - Children	20 High Risk	↔	Risk reviewed
LR2	Safeguarding of vulnerable children	15 High Risk	↔	Risk reviewed
LR3	Capital Infrastructure Programme Delivery	10 Medium	↔	Risk reviewed
LR4	Local resilience, community resilience, cohesion	8 Medium Risk	↔	Risk reviewed
LR5	Management of partnerships (non-commercial)	6 Low Risk	↔	Risk reviewed
LR6	Supply chain management	8 Medium Risk	↔	Risk reviewed
LR7	Delivery of statutory duties	4 Low Risk	↔	Risk reviewed
LR8	Corporate governance	2 Low Risk	↔	Risk reviewed
LR9	Workforce management	9 Medium Risk	↔	Risk reviewed
LR10	Organisational Change and Service Design	12 Medium Risk	↔	Risk reviewed
LR11	Financial resilience	10 Medium Risk	↔	Risk reviewed
LR12	Property and assets	6 Low Risk	↔	Risk reviewed
LR13	Health and Safety	8 Medium Risk	↔	Risk reviewed
LR14	Business Continuity and recovery plans	8 Medium Risk	↔	Risk reviewed
LR15	Cyber security	12 Medium Risk	↔	Risk reviewed
LR16	ICT Infrastructure	8 Medium Risk	↔	Risk reviewed
LR17	COVID-19 Community and customers	16 High Risk	↔	Risk reviewed
LR18	COVID-19 Business continuity	20 High Risk	↔	Risk reviewed
LR19	Safeguarding of vulnerable adults	10 Medium Risk	↔	Risk reviewed
LR20	Demand management - adults	12 Medium Risk	↔	Risk reviewed
LR21	County Elections May 2021	12 Medium Risk	↔	Risk reviewed

18. The table above provides a summary of the Council's leadership risks at 16th February 2021. Risks are assessed for both their likelihood (on a scale of 1-4) and their impact if they were to happen (on a scale of 1-5), which are then combined to give each risk a score. Once all management controls are taken in consideration, each risk's "residual score" is recorded. This can be seen in detail in Annex B, and in summary in the table below. Higher scores indicate more significant risks: in OCC a score of 20 is the highest possible.

19. During February the Leadership Risk Register has no score changes. Please review Annex B for details.

Financial Management

20. Summary of the Council's financial position

21. The Council set a Revised Budget for 2020/21 in September in response to the financial impact of COVID-19, to ensure a balanced budget could be achieved in the current financial year and to ensure the Council remains financially sustainable. Council agreed the 2021/22 revenue budget and the 2021/22 to 2025/26 Medium Term Financial Strategy on 9 February 2021. The Council will continue with its approach of responsible, measured and careful financial planning to ensure it can manage the pandemic response and recovery phases.

22. In relation to 2020/21, based on expenditure to the end of February 2021, including the virements agreed by Council on 8 September 2020, there is a forecast business as usual underspend of -£4.0m within directorates and a net underspend on Corporate Measures of -£0.4m.

Directorate	Latest Budget 2020/21	Forecast Outturn 2020/21	Forecast Outturn Variance February 2021	Forecast Outturn Variance 2020/21
	£m	£m	£m	%
Children's Services	133.2	131.7	-1.5	-1.1%
Adult Services	197.6	197.6	0.0	0%
Public Health	0.5	0.5	0.0	0%
Environment & Place	62.6	63.1	+0.5	0.8%
Customers, Organisational Development & Resources	35.2	34.6	-0.6	-1.7%
Commercial Development, Assets and Investments	50.0	47.6	-2.4	-4.8%
Total Directorate Position	**479.1**	**475.1**	**-4.0**	**-0.8%**
Corporate Measures	-508.8	-509.2	-0.4	-0.1%
COVID-19 – Budget for costs and income losses	29.7	29.7	0	0%
Overall Surplus/Deficit	**0.0**	**-4.4**	**-4.4**	

23. The Revised Budget for 2020/21 agreed by Council on 8 September 2020 included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July 2020. On 15 December 2020 Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August 2020 to October 2020. A third virement from the COVID-19 budget of £2.1m was approved by Cabinet on 16 March 2021 for the period November 2020 to January 2021 and an estimate for February 2020 and March 2021.

24. The financial impact of COVID-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. It is now expected that £42.2m of additional expenditure and income losses will occur in 2020/21 and a further £10.0m, originally forecast for 2020/21, falling into 2021/22.

25. The balance remaining on the COVID-19 budget at year end will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond. The balance is currently forecast to be £14.0m after the receipt of the second and third claims to the Sales, Fees and Charges Income Guarantee Scheme.

26. As set out in Annex C-5b, the total of COVID-19 related grants paid to the Council at end of February 2021 was £74.5m. Of this, £24.8m has been passed to schools, providers, the voluntary sector and the City and District Councils. The total does not include the second claim to the Sales, Fees and Charges Income Guarantee scheme of £1.8m for the period August 2020 to November 2020 which is still subject to confirmation and an estimated claim of £1.2m for the period December 2020 to March 2021.

27. The current forecast for general balances at 31 March 2021 is £33.1m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £4.0m and the Strategic Measures underspend of £0.4m are returned to balances.

28. 84.6% of planned savings totaling £18.4m are on track to be delivered in 2020/21. £1.6m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. The majority of these savings relate to income generation which has been affected by the Covid-19 pandemic. All the £14.9m in-year savings agreed by Council on 8 September are on track to be fully delivered.

29. See Annex C for further details and commentary.

CLAIRE TAYLOR

Corporate Director for Customers and Organisational Development

LORNA BAXTER

Director of Finance

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ANNEX A – PERFORMANCE DASHBOARDS – February 2021

| WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY |

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our services improve	1. Improvement following audit or inspection (GREEN)	↔	Proportion of actions dealt with on time after any external inspection (Ofsted, CQC, HM Inspector of Fire & Rescue)	50%	60%	Of the 10 actions required, 6 have been closed. We expect to close 1 more in April 2021, 2 in Q3 of 21/22 and the last in Q4 2022.
			The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19).	> 84%	94%	94% of social care providers in Oxfordshire are rated as good or outstanding, compared to 84% nationally
	2. Listening to residents (AMBER)	↔	Number of pothole enquiries reported on FixMyStreet repaired, or actioned for repair, against the total during the calendar month prior to reporting date	> 50%	29%	Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in February was 843. Of these: • 247 (29%) are now repaired. • 479 (57%) were closed without action. Of this group, 5% were the responsibility of other organisations 46% did not meet our intervention criteria 38% don't warrant immediate action but have been placed onto long term planning. (Dragon, Drainage, resurfacing programmes) 11% were duplicates of other reports • 96 (11%) are still awaiting a decision from officers. • 21 (2%) are waiting for Skanska to repair. Nearly a quarter of issues reported in the pothole category are below our intervention criteria. This is a known issue and the subject of a number of interventions. The 38% of issues in the 'closed without action' group represents xxx (Tom to confirm on 15th March) reports this month. Some of this group are in locations where resurfacing is already on the scheduled program. It is proposed that in those cases we reply automatically to the reporter of the issue saying when the resurfacing will take place. This saves inspector time and improves customer satisfaction. This will be a systems upgrade on the projects list for Spring 2021. This forms part of wider FMS / customer enquiry improvements. This information is reported in arrears to enable inclusion of full month activity.
			Increase the number of FixMyStreet (FMS) Super-User Volunteers from members of the public	+4 per month	0	Impacted by COVID-19. The service is at the final stages of introducing a new front end for FMS SuperUsers (SUs). The volunteer coordination team is currently in the process of completing the remote training program following feedback from the Highways Officers. We plan to trial the new FMS training system in April. The main focus is now converting the existing SU's over from HIAMS to the new system.
			Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received	>85%	93.97%	The Customers Service Centre undertakes a customer satisfaction survey one week every month. Latest satisfaction survey – February – 116 customers surveyed 93.97% were happy with the service they received from Customer Services. 6.03% where Neutral. 0% was dissatisfied. 99.14% of customers where happy with the experience they received from individual officers.

				Target	Result	Comments
				Increase the % of callers whose enquiry is resolved at the first point of contact	>75%	86%	5,226 contacts recorded from all channels. 4,471 contacts (86%) were resolved at first point of contact.
				Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	<5%	6.3%	During February, the Customer Service Centre received 11,541 inbound calls and made, 6,273 outbound calls. The abandoned level reduced slightly from 6.7% to 6.3% School Admissions have seen the biggest reduction in calls during February. Areas for Communities (Highways, Street Lighting, Van & Waste) remain consistent with this time of year. Residential Parking has seen two new Controlled Parking Zones (CPZs) introduced during February, with two more due in March. Demand on the team has increased with the new zones. Registration contacts remain high but are down 21% compared to February. Calls to Adult Social Care dropped slightly in February compared to January – down 3%. Compared to February 2020, they are down 20% Calls to Children Social Care remain consistent with only a slight fall compared to January. Carers Oxfordshire service will move out of the Customer Service Centre from 1st April to a new provider and work is on-going to ensure a smooth transition.
Our services improve and deliver value for money	3. The Council is financially resilient	**G R E E N**	↔	Financial indicators contained in the Financial Strategy are on track	100%	66%	The measures taken in response to COVID-19 have impacted on this target, with the temporary suspension of debt recovery in particular resulting in lower levels of performance. Overall, the indicator remains Green as whilst performance levels are below target it is generally related to COVID-19, and mitigation has been taken to maintain good financial resilience.
				General balances remain at or above the risk assessed level	100%	141%	Balances are forecast to be £33.1m at 31 March 2021.
	4. Effective financial management and governance	**G R E E N**	↔	Directorates deliver services and achieve planned performance within agreed budget	< +/-1% variation to net budget	-0.8%	Based on expenditure to the end of February 2021 and including the virements agreed by Council on 8 September 2020, there is a forecast directorate underspend of -£4.0m.
				Capital projects are delivered on time and within budget	>80%	n/a	No variation is reported at this point in the year.
				Systems and processes operate effectively and are well controlled to reduce and detect error and fraud (as measured by the percentage of Green- or Amber-rated internal audit reports relating to financial systems)	100%	94%	

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	AMBER ↔	Number of vulnerable children and adults helped to live more secure and independent lives	5707	5649	This measure is doing well and on track to meet the year-end target. The Trading Standards team have continued to support reports of scams and doorstep crime, and the Fire Service crews and Home & Community Advisers have continued to carry out Safe and Well visits during lockdown in a COVID safe way.
			Number of children better educated to live safer and healthier lives	13326	440	Unfortunately, the government restrictions have significantly affected this measure and the year-end target will not be met. Fire cadets are meeting online and Fire Service crews have recently adapted to using digital technology for some educational activities.
			% of eligible population 40-74 who have been invited for an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			% of eligible population 40-74 who have received an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			Numbers of people walking or cycling increase (5% and 2% respectively) over the 19-20 baseline for Oxfordshire in the Government's Active Lives Survey	Walking 3,060,000 Cycling 666,000	Rate not available	Owing to COVID-19 and its varied effects on overall travel patterns and mode share, it is very difficult to forecast performance against these targets. However, the current situation has emphasised the importance of significantly increasing levels of Active Travel. In this context, how we measure and monitor travel by cycling and walking is being reviewed with targets to be reset, with more specific indicators developed to measure the impacts of our interventions where we have approved Local Cycling and Walking Infrastructure Plans, (currently Oxford and Bicester, with others at the planning stage). The 2021/22 proposed targets below have been identified for approval by the Active Travel Programme Board: • OC1: OCC will plan for 38% of all Oxford to Oxford work journeys to be by bicycle by 2031 (representing a 50% increase from 11,000 to 17,000 commuter cycle journeys a day compared to 2011) • OC2: OCC will plan for a 50% increase in all cycle journeys within Oxford for all purposes by 2031 (representing an increase from 300,000 to 450,000 in cycle journeys a week by Oxford residents) • BCW 1: OCC will plan for at least a 200% increase in cycling (tripling) and 50% increase in walking for trips within Bicester from 2020 to 2031 In addition, the Programme Board is considering the overall headline measures for this area, which would require baselines to be re-established and targets agreed/set: • To increase the % of cycling and walking in Oxfordshire by promoting modal shift to active travel. • To increase the % of people who feel safer when walking and cycling, including g on journeys to school.

				Increase in Making Every Contact Count conversations (encouraging behaviour changes that have a positive effect on physical or mental health and wellbeing) initiated with residents by Cultural Services staff	+10%	99% drop from Feb 2020	This is a very important health prevention programme. Aside from the partial reopening and the expected drop in visitors, this is a difficult service to restart as customers are being asked to reduce their time in libraries and avoid direct contact where possible. It has been less conducive to hold a conversation while both parties are wearing face coverings. We will continue to rebuild this programme given its previous positive outcomes. (Libraries closed for most of November 2020, and closed again from January 2021)
	6. Timeliness of emergency response	A M B E R	↔	More people alive as a result of our "365 Alive" prevention, protection and emergency response activities	971	553	There were no road or fire fatalities in February. Our figures for rescuing people from fires and non-fire incidents remain positively high. We will not reach our target due to the low number of Co-Responding calls which is an area outside of our control. However, we are reviewing our scope and target in this area for 2021-22.
				% of emergency call attendances made within 11 minutes	80%	76.79%	We are only 3% below our stretch target of attending 80% of incidents within 11 minutes with an outturn higher than this time last year (our response for February was 79.23%). Our average response time in February was 8mins 16secs.
				% of emergency call attendances made within 14 minutes	95%	88.51%	
	7. Numbers of people receiving support to stop smoking or for drug and alcohol dependency	G R E E N		Rate of successful quitters per 100,000 smokers 18+	> 3,564	2423	The 2020/21 target was set at 3564 but has been adjusted due to the impact of COVID-19. Quarter 2 data was published on 7th December 2020.
				Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	> 6.6%	9.4%	We continue to exceed local targets and England averages
				Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	> 36.6%	49.7%	We continue to exceed local targets and England averages
				Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	> 42.8%	54%	We continue to exceed local targets and England averages

OUTCOME	INDICATOR	OUT-LOOK		MEASURE	TARGET	RATE / LEVEL	COMMENTARY

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our quality of life in Oxfordshire is enhanced	8. Condition of highways **GREEN**	↔	Defects posing immediate risk of injury are repaired within 24 hours	100%	99.5%	Cumulative rate and covers all defects April to January. (Data is reported one month in arrears.)
			Defects creating potential risk of injury repaired within 28 calendar days	90%	99.2%	Cumulative rate and covers all defects April to January. (Data is reported one month in arrears.)
			Kilometres of highway resurfaced as % of total	3.07%	2.68%	The final amount for the 2020 total surfacing programme completed is 2.68% of the network (excluding patching). This is lower than the target of 3.07% due to the Micro Asphalt completed length being 3.45km, compared to original programme of 4.7km. This is due to a reduction in the overall programme, partly due to levels of funding available and contractor availability.
	9. Engagement with cultural services **AMBER**	↔	In person engagement with Heritage services by increasing numbers of a) daily visits, b) attendances over 2019-20 level	a) 3% b) 2%	Museums Service a) -100% b) -100% History Service a) -100% b) -100%	Museum Service: In person engagement February 2021:- Visitors = 0 (February '20 = 10,280) School children = 0 (February '20 = 716) In the community = 0 attendees (February '20 = 389) Museum Service unable to deliver to schools and groups in the community. All service points closed in response to Lockdown 3 History Service: In-person engagement February 2021: 0 visitors (February 2020 = 280) 0 attendees at events (February 2020 = 106). History Centre was closed to all visitors under national lockdown.
			Online engagement with Cultural Services, (social media, website visits, remote enquiries)	Baseline to be set	Reporting quarterly	Museum Service: Online/remote engagement. February 2021 = 20,865 (exc OCC website for which figures not yet available) representing a 196% increase over February 2020 NB Museum collection Heritage Search website engagements are included in History service total below. History Service: Online/remote engagement February 2021 = 77,433 engagements representing a 6% decrease from February 2020. This includes answering 147 e-mail enquiries, a decrease of 31% on February 2020, as the remote enquiry service was largely shut down under lockdown, with no access to physical archive collections. Library Services: Online engagement (social media and website visits) for February 2021 is 250,233
			Improve access to library services by increasing numbers of a) active users b) new users and c) daily visits, over 2019-20 levels	a) 3% b) 2% c) 1%	a) -53% b) -78% c) -97%	A phased re-opening of the library network commenced in July 2020. As of 5 November 2020, Libraries were closed again with the exception of Click & Collect and pre-booked access to public computers. Libraries reopened for December, before reverting to Click& Collect in the National Lockdown from January.

					Target	Actual	
Our local environment is protected, and climate change is tackled							a) Active users Feb 2020 = 81219. Active users Feb 2021 = 38,086 - this is a reduction of 53%. This figure does not count customers who have borrowed eBooks or engaged with the digital offer (e.g. Ref online or social media output). While this is concerning, it is worth noting that registered borrowers have only dropped by around 10%. b) New borrowers Feb 2020 = 2211. New borrowers Feb 2021 = 484. (drop of 78%) (NB Libraries closed in Feb 2021). c) Daily visits Feb 2020 = 204,369. Daily visits Feb 2021 = 6,847 (drop of 97%). The drop is due to the service operating a limited service from only 14 libraries in Feb 2021.
	10. Reduction in carbon equivalent emissions from OCC's activities	**AMBER**	↔	Yearly reduction of 6% in carbon equivalent emissions from Council estates & activities (to be Carbon Neutral by 2030)	6%	8%	This is an annual measure. The council is reporting an 8% annual reduction for 2019/20 against the previous year on the scope of its carbon neutrality target.
				% of streetlights fitted with LED lanterns by March 2021	40%	31.5%	In February a further 545 lanterns were converted to LED equipment bringing the total number of units now running LED technology to 18,761. This represents 31.5% of the 59,631 within the County. The overall target of 40% by the end of March will not be achieved and 35-37% is now predicted. This is due to a column supply issue. Delivery programme will be caught up in 2021/22. Whilst below the target on numbers, the programme is targeted at the units with the highest energy usage and therefore energy saving will profile ahead of target.
				Increase the number of staff who have accessed the Council's Cycle to Work scheme	-	-	The majority of OCC staff were instructed to work from home as part of the Council's response to COVID-19. Reporting on this new measure will begin when offices and workplaces reopen.
	11. Reduced carbon impact of our transport network	**GREEN**	↔	Increase a) the total number of electric vehicle (EV) charging points and b) the number of electric vehicles charging points per 100,000 population, compared with 2019-20 baseline	140 (for Park and Charge Project by end October 2021)	Rate not available	Work on the pilot car park in Bicester started however further issues with the supply of the charge points has meant that they will now available for public use at the end of April 2021, a slippage, in total, of approximately 3 months. The latest issue has been caused by the certification test house being hit by an outbreak of Covid. The communication work to educate potential users on the positives of using an EV and informing them about the availability of chargers in their area which commenced at the end of November has maintained a strong presence, but with this delay we are reviewing the structure of the planned events. The remaining 23 car parks will now have chargers installed between July 2021 and December 2021 after which usage data will be monitored until end March 2022. The development of the EV Strategy should help with measurable targets for EV installation and vehicle usage. The draft strategy is now being reviewed by the project board and is on course to be complete by the end March 2021. Annual target relates to the Park and Charge project only. It is now expected that 140 chargers in 24 car parks will be installed. Success of charging installation is not under the control of OCC, but we can facilitate/influence the project. (Note 140 relates to number of chargers - each charger is a twin socket making 280 charging spaces countywide). The first on-line communication event aimed at encouraging residents to move to EVs is planned for 18th March 2021.

			Measure	Target	Actual	Comments
	(green)		% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	97.9%	Rate is the average for April to January (data is reported one month in arrears).
12. Air quality	AMBER	↔	Quarterly assessment of air quality as reported by District and City councils' air quality monitoring	Reporting only	Rate not available	There is limited air quality data, although improved reporting of the assessments is expected to be available in 2021/22. This follows the successful recruitment of a new Air Quality Programme Manager to manage the work on air quality strategy, monitoring and action plans as part of the Council's Strategic Planning Team. Discussions are also underway with service areas and partner organisations about establishing a strategic framework for managing air quality, including identifying specific measures and actions required in designated Air Quality Management Areas.
			Minimise the number of traffic routes diverted (e.g. due to roadworks) signposted into Air Quality Management Areas, where air quality has been recognised formally as an issue.	< 10 p.a.	0	No diversions have been sign posted through Air Quality Management Areas.
13. Household waste re-used, recycled or composted	AMBER	↔	% of household waste a) recycled, b) composted and c) re-used (and total %)	a) 30% b) 29.5% c) 0.5% Total >60%	a) 29.7% b) 30.01% c) 0.19% Total 59.9%	Figures are the forecasted end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts remain uncertain as waste tonnages continue to be influenced by COVID-19 factors, and volumes remain higher than last year. The slight decrease in the recycling rate reported in January is due to the suspension of garden waste collections in South and Vale in January and the normal seasonal reduction in green waste during the winter.
			% of household waste sent to landfill (forecasted end of year position)	< 3%	3%	Most of the waste landfilled is bulky waste from the Household Waste and Recycling Centres (HWRCs) and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early in the year. It has since been slowly recovering. We expect the amount of waste landfilled by the end of the year to be similar to last year (3.42%) compared to over 95% of residual waste that continues to be sent to Ardley ERF for energy recovery.
			% of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs).	> 59%	65.69%	Household Waste Recycling Centres reopened on 18 May after being closed for 8 weeks. This figure is the end of year forecast and remains uncertain as accurate forecasting is difficult in current circumstances.

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Children are given a good start in life	14. Prevalence of healthy children	AMBER ↔	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	No Data	During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts during Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, and the performance for this cohort was 77.9%. All staff are now back in post for Quarter 3.
			Percentage of births that have received a face to face New Birth Visit	95%	97.8%	All families received a new birth visit either face to face were risk assessed or virtually. This indicator includes all births. (1707 births)
			Percentage of children who received a 12-month review	93%	No Data	This target has been impacted by COVID-19, during wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, the performance for this cohort was 84.3%. All staff are now back in post for Quarter 3.
			Percentage of children who received a 2-2½ year review	93%	No Data	This target has been impacted by COVID-19. During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up and the performance for this cohort was 88.7%. All staff are now back in post for Quarter 3.
			Babies breastfed at 6-8 weeks of age	60%	No Data	This target was achieved in 2019/20, however, it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive roles in Quarter 2. Universal partnership Plus (the most vulnerable families) was proactively followed up and the performance for this cohort was 27%. The service did continue to support mothers with breastfeeding, offering universal packages of care and virtual help. This indictor is interdependent on midwifery services as feeding methods are often established before babies leave the hospital. Midwifery services were also impacted.
			% of mothers receiving a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	No Data	This target was achieved in 2019/2020 however it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive post in Quarter 2. Universal Partnership Plus (most vulnerable families) were proactively followed up, performance for this cohort was 93.2%. Appointments/visits were either phone/digital consultation or face to face if risk assessed as necessary.
	15. Number of children we care for	AMBER ↔	Safely reduce the number of children we care for to bring it nearer to the average of our statistical neighbours during 2020-21.	750	767	The number of children we care for was 767 at the end of February compared to 788 12 months ago. The figure is above (worse than) target as fewer people are leaving the cared for system in part due to backlogs in family courts. Nationally cared for numbers increased by 2% last year whilst in Oxfordshire they fell by 2%

	16. Number of children's social care assessments	G R E E N	↔	Level of social care assessments to not exceed the 2019-20 level.	< 7,250	5,858	The service is staffed for 140 assessments per week. Referrals, and hence assessments, fell during lock down and the subsequent school holidays. The rate of children being assessed is lower (better) than similar authorities.
	17. Number of child protection plans	G R E E N	↔	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2020-21.	550	480	Although performance remains positive there is a risk that the number of children the subject of a plan may increase as a result of the national lockdown
Children are able to reach their potential	18. Timeliness of completing Education, Health and Care Plans	G R E E N	↑	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks, to be above the national average by March 2021	58.7%	59%	In the last 12 months 59% of plans have been issued in 20 weeks, in line with the latest national average (2019 calendar year of 59%). Even with COVID-19 requests for EHCPs have not dropped.

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED						
OUTCOME	**INDICATOR**	**OUT-LOOK**	**MEASURE**	**TARGET**	**RATE / LEVEL**	**COMMENTARY**
Care services support independent living	19. People needing short-term support can access an effective service	NOT RATED ↑	Maintain the number of hours of reablement delivered	Monitoring	5435	Figures are affected by COVID-19.
			Number of people receiving reablement		2374	
			% of people who need no ongoing care after the end of reablement		41%	
	20. Number of people with control over their care	GREEN ↔	% of people with safeguarding concerns who define the outcomes they want	> 90%	96.4%	This is a local measure so there is no national benchmark. It is included here as a key measure of how people who are the subject of a safeguarding concern can maintain control of the process. Figure is improving in the year.
			Number of people with personal budgets remains above the national average	> 90%	92%	92% of people in Oxfordshire who receive on-going social care funded by the council have a personal budget compared with 90% nationally.
			% of people aged over 65 using Adult Social Care services who receive a direct payment remains above the national average	> 17%	24%	24% of people over 65 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally
			% of people aged under 65 using Adult Social Care services who receive a direct payment remains above the national average	> 40%	45%	45% of people aged 18-64 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 39.5% nationally.
	21. Number of people delayed leaving hospital	GREEN ↔	Reduce the number of people delayed in hospital awaiting **health** care	22	8	Central government has ceased the reporting of delayed transfers of care going forward as it is recognised that this is not the best measure of timely and appropriate patient flow through hospitals. It is reported here as a local measure till a new national measure is agreed.
			Reduce the number of people delayed in hospital awaiting **social** care	6	6	
			Reduce the number of people delayed in hospital awaiting both **health and social** care	26	5	
	22. People needing social care are supported to stay in their own home	GREEN ↔	Maintain the number of home care hours purchased per week	> 21,000 hours	25,249	There has been a 20% increase in the amount of home care hours purchased since April, which is helping to support more people to live at home
			Reduce by 10% the number of people aged 18-64 entering permanent residential care (vs. OCC rate of the past 3 years)	< 39 people	16	16 people so far in the year therefore pro rata 17 in year
			Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	> 76%	90.6%	The service continues to deliver above target.
			Increase to the national average the percentage of older people in long term care who are supported to live in their own home	> 57%	60.6%	Increasing home care being purchased and fewer care home admissions
			There are 60 successful nominations for Extra Care Housing for older people with care needs in 2020-21	60	98	98 new funded placements in the year so far though not all through formal nominations

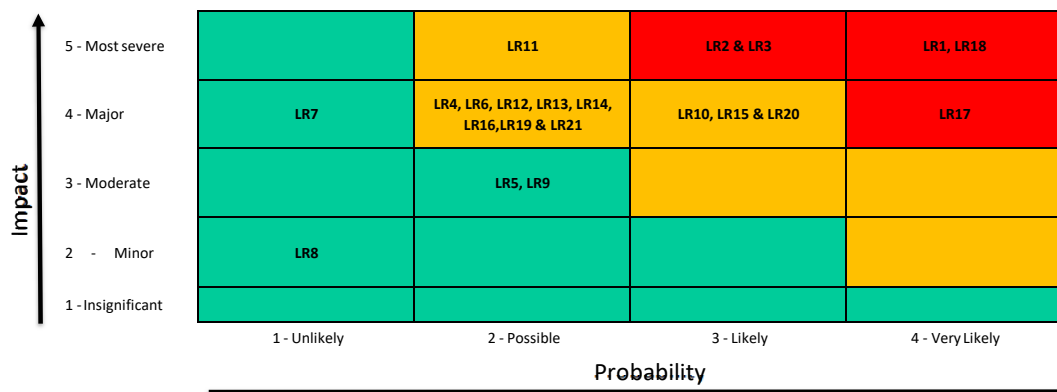| WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE /	COMMENTARY
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth **GREEN**	↔	Percentage of the Capital Programme delivered in line with budget (measured by comparing the Council-approved budget of Feb 2020 for 2020-21 with the outturn budget)	95% (cumulative target to end of March 2021)	75% (position as at 28th Feb)	This measures the capital infrastructure major programme and means 75% of agreed programme for the year 20/21 has been spent or committed. In addition to this actual spend, a Funding Agreement for a further £15.9M has now also been completed and this means by year end all spending commitments for the Growth Deal will have been met.
	24. Number of new homes **AMBER**	↔	We support the delivery of new affordable housing starts,1322 by March 2022	1,322 homes to March 2022	637 homes estimated to March 2021	The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022. The extended programme for the fourth year provides the capacity to deliver the agreed target and utilise the allocated budget from Ministry for Housing, Communities and Local Government (MHCLG). Discussions with (MHCLG) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme by scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar. MHCLG have received and approved a revised programme that will deliver the Deal commitments for affordable housing.
Businesses are able to grow and develop	25. Support for a strong local economy **GREEN**	↑	Number of businesses given support by Trading Standards interventions or fire risk inspections	3135	2331	The Trading Standards team are still performing well with their high number of business interventions and is the area in this measure that has able to continue successfully during the COVID-19 pandemic. All other areas have suffered and as a result the overall target will not be met.
			Rate of participation in innovation funding bids or new projects in support of the Living Oxfordshire and Oxfordshire's Innovation ambition	20	41	Rate is April to end of February. Post COVID-19 it has been noted funding calls have become increasingly competitive, many with short turn around and often lower funding pots. However, we have submitted over our target number and are achieving an adequate number of successful bids. New successful innovation collaboration, a project to introduce VR into care homes, collaborating with care homes in Oxfordshire and Plymouth.
			Proportion of live iHub (OCC's Innovation Hub) projects progressing on schedule and on budget	>75%	95%	Rate is for February. There is reliance on external partners to reach time and delivery milestones.

					Target	Actual	Commentary
People and communities have excellent transport and broadband connections	26. Level of disruption to journeys	**GREEN**	↔	Reduce the number of failed utility works inspected	<15%	24%	From 1,267 sample A/B/C inspections conducted in February (including all follow up inspections) 300 failed. This equates to 24% failure rate. This is above the target of 15% and mainly due to 1 area with extensive failures by 1 company. The failures largely relate to the quality of the reinstatements. This is being followed up through escalation with the company concerned and issuing of fixed penalty notices.
				Increase in the number of days' works on the highway saved via the Council's duration challenges	5% over 19-20 rate	Rate not available	Currently unable to quantify. Service is accelerating work with the IT supplier to identify and log the relevant data. Discussions with the system supplier and data from the Department for Transport is expected to be available from May 2021.
				Reduce the number of "return repairs" to the Council's own works (i.e. revisiting to correct Non-Compliant Defects)	<5%	0.3%	The reported rate is for February. The level of non-compliant defects is expected to be low. This is because approximately 90% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored. A random 10% check was completed in February by Highway Officers, and data confirms there were 8 Non-Compliant Defects. February rate calculated as 8 return repairs/visits to own works (NCDs) divided by 2,620 total potholes fixed.
				Minimise the number of Deemed Permits allowed (i.e. applications for permits approving works on the highway that have been received into the system but not processed in accordance with the Oxfordshire Permit Scheme)	<1%	0%	No permits that entered the system went deemed.
				Delivery of 2020/21 planned programme for number of highway trees surveyed within the 4-year cycle.	100% by end of Mar 2021	113%	4-year inspection programme is in place. 100% of the planned annual programme for inspecting 84 parishes has been completed as at end November 2020, despite challenges with COVID-19. 73 parish surveys need to be undertaken by March 2022. The service has started surveying parishes due in 2021/22 to enable ability to front load at beginning of April 2021, and 13% have been completed. Performance Indicators and potential alignments with other indicators for the Tree Service are being reviewed to look at options to provide further information on the value of the service. Revised measures are due by end of March 2021.
				Average excess waiting time for buses on frequent services (minutes)	5 mins	1.1 mins	The target of 5 minutes is under review to ensure consistency with the Punctuality Improvement Partnership (PIP) agreement, now signed off by OCC and bus operator Directors.
	27. Enhanced digital connectivity for residents and businesse	**GREEN**	↔	The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband	79,600	79,338	Rate is to end of December. The Better Broadband for Oxfordshire Programme (BBfO) programme has now finished and there were no more connections through that programme, however the Businesses in Rural Oxfordshire (BiRO) programme has started to deliver in calendar Q4 2020 via BT Openreach and in calendar Q1 2021 Airband will begin connecting premises. The total number of premises in this contract is much smaller than in the Better Broadband for Oxfordshire Programme (BBfO) programme so numbers will increase by a much more modest rate than previously.

			The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	99%	98.8%	Rate is to end of December. Figure is for Oxfordshire delivered either via our contracts or via commercial coverage from a range of suppliers. This also covers the full range of available services and not just full fibre to the premise.
			The % of premises in Oxfordshire without access to: • At least Basic Broadband (at least2Mb/s) • OFCOM 'acceptable' broadband(10Mb/s)	<=0.1	0.25% 0.79%	Rates are to end of December. Figures are impacted by the delivery of our managed programmes and commercial delivery across Oxfordshire by suppliers. As the above two measures increase, these figures will fall. The 2Mb/s measure reflects the difficulty (and expense) in reaching these most isolated and rural dwellings or Hamlets. The 10Mb/s reduced by a small amount and is slightly above where we would want it to be, however, a plan is in place to address this.

OCC Leadership Risk Register - As at 19/03/2021

Risk Matrix - Ratings (residual risk scores)

Impact	1 - Unlikely	2 - Possible	3 - Likely	4 - Very Likely
5 - Most severe		LR11	LR2 & LR3	LR1, LR18
4 - Major	LR7	LR4, LR6, LR12, LR13, LR14, LR16,LR19 & LR21	LR10, LR15 & LR20	LR17
3 - Moderate		LR5, LR9		
2 - Minor	LR8			
1 - Insignificant				

Probability

Risk Ref	Risk Title	Residual Risk Score	Direction of travel
LR1	Demand management -Children- : managing the impact of increased demand on council services	20	↔
LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	15	↔
LR3	Capital Infrastructure Programme Delivery	10	↔
LR4	Local and community resilience ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension	8	↔
LR5	Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	6	↔
LR6	Supply chain management ensuring effective delivery through the supply chain	8	↔
LR7	Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes.	4	↔
LR8	Corporate governance creating and embedding an effective and robust management and governance system that provides accountability and transparency.	2	↔
LR9	Workforce management long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	9	↔
LR10	Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.	12	↔
LR11	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	10	↔
LR12	Property and assets (maintenance cost)	6	↔
LR13	Health and safety: ensuring effective arrangements are in place to meet our duties	8	↔
LR14	Business continuity and recovery plans Resilience to a additional significant disruption during the Covid-19 Response	8	↔
LR15	Cyber security assurance that effective controls are in place to prevent security issues.	12	↔
LR16	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	8	↔
LR17	Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic	16	↔
LR18	Covid-19. Business Continuity: managing the ongoing impact of the pandemic on council operations.	20	↔
LR19	Safeguarding vulnerable adults.	10	↔
LR20	Demand management - Adults -	12	↔
LR21	County Elections May 20121	8	↔

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OCC Leadership Risk Register

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LR1	Demand management - Children- : managing the impact of increased demand on council services	That increased demand for statutory service is greater than the resources available to meet statutory duties, community needs and political aspirations. This may be due to changing demographics, growth and the current outbreak of COVID -19 , leading to more requests for children's social care, SEN services, elective home education and adult services and housing Failure to reconfigure services (both directly provided and commissioned by the Council) to become more preventative in their approach, could exacerbate the effect of rising demand. The impact on children's and adults services is exacerbated by the current situation relating to COVID -19 with the risk of increased vulnerabilities due to isolation and CV 19 measures	Reduced confidence in the Council's ability to deliver services Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets Over-reliance on voluntary groups acting without co-ordination	Kevin Gordon	Hannah Farncombe & Karen Fuller	5	4	20	Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Maintain good communication of early-help and prevention offer within the community to ensure effective uptake of services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Management oversight of children's social care plans to ensure timely progress is achieved and drift is eliminated. Child protection numbers continuing to reduce safely: continue to drive successful achievement of child protection plans and step-down of statutory intervention, and monitor re-referrals. All services are tasked with managing activities within allocated budgets including additional Covid funding for agency staff. Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, an involve partners and the Voluntary and Community Sector. iMPOWER in October 2019 identified OCC as 5th most productive council for older people Command and control structure implemented to deal with the CV-19 outbreak. (Adult Social Care cell set up at TV and Oxon wide. TV LRF Children's and Education cell also established). Staff reassignment process in place to maintain provision.	5	4	20	Recruiting new social care workforce, including those recently retired and others willing to train. Staff retraining and redeployment process in place to maintain provision, including children's residential care. 7 x Temp additional social workers have been deployed in the MASH and agency SWs retained and newly recruited in Family Solutions to assist in managing high caseloads, including a backlog of assessments. September to January has seen 35% increase in contacts to MASH and volatile demand for assessments, including weeks with very high numbers. This is linked to high levels of domestic abuse and police referrals. Re-designed early help partnership work has developed swift access to help in communities for children and families and mobilised resources across schools/agencies/MASH/VCS. Transformation projects have been kept on track as redesigned services prioritise managing demand, supporting directly provided services and those that we commission, to develop a more preventative approach. The planned SEN Early Intervention Service aims to reduce demand on the statutory service by allowing more children to receive support and thrive in mainstream education placements and increase the confidence of parents that their child's needs can be met without the need for a specialist placement.	↔	Early Help networks offering 'pre-front door' swift access to family support have continued to deliver multi-agency support: now have reached over 200 families. Council's locality community support teams have been integrated with the MASH and are absorbing referrals for service. All outstanding assessments have been completed and agency staff released from this task. Refreshed performance framework has been brought in from beginning Feb to sharpen managers' focus on completing agreed actions withing target timeframes. First 12 weeks of FSP have been reviewed by the FSP Board and results indicate good mobilisation of the new service, including swifter access to help for parents. Child Protection numbers down <500 - lowest since 2012/13 due to focused effort on improving outcomes more quickly, stepping children down to CIN. A review of SEN services, including EIS, is underway to ensure the forward plan is a cost effective model of delivery. The council has received 28% increase in requests for elective home education. The internal team (3 staff) are managing the pressures in as timely way as possible and we have requested additional resource from the DfE. Risk reviewed -No changes	19/03/2021
LR2	Safeguarding of vulnerable children- : ensuring there are effective arrangements in place for safeguarding	Risk of death or serious injury to children or young people hrough inadequate service delivery or failure to provide protection. This is enhanced due to the social isolation and distancing measures in addition to the restrictions related to school and home visits.	Potentially devastating impact to a child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.	Kevin Gordon	Lara Patel, Hayley Good & Karen Fuller	5	4	20	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored weekly through CEF Performance Dashboard and Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated subject to individual risk assessments. Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation. Statutory safeguards continue to be upheld at both service level and with individual children Detailed updated guidance for social workers implemented to ensure all children receive home visits subject to individual risk assessments. Quality assurance framework in children's social care currently being assessed for reach, effectiveness and impact. Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted. School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools. Numbers of electively home educated children are monitored.	5	3	15	Monthly reviews of RAG ratings. Multi-agency Domestic Abuse campaign county wide. Advice and guidance prepared for schools in readiness for anticipated phased return Preparing for recovery and learning from lockdown experiences of working with young people Discussions are taking place between officers from Children's Services and representative Headteachers to identify key considerations as schools admit all children. To the fore in the thinking are safeguarding, emotional wellbeing, health and safety matters. Work is underway to provide mental health training in schools to support returning children, via the DfE Wellbeing for Education Return programme. Attendance is monitored and reported by schools to the DfE daily. Numbers of children registered as Electively Home Educated have increased significantly. Mediation is underway to encourage returning to a school roll. Numbers are monitored and reported to DfE daily.	↔	100+ Schools participating in the Wellbeing for Education Return programme are being supported to deliver the programme. Others are being encouraged to participate. Attendance in all sectors of the school community has been consistently above national averages. Numbers of EHE have increased by 19% since the same period last year. National increase is 35%Performance management and quality assurance frameworks are further embedded with additional quality assurance audit training having been delivered to all senior and front line managers in Aug and Sept. RAG ratings now reviewed monthly rather than weekly as a all children on a statutory plan are being seen via face-to-face visits to family homes, schools and placements subject to risk assessments. Performance is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers. Risk reviewed - No changes	08/03/2021

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LR3	Capital Infrastructure Programme Delivery	Each element of the Capital Infrastructure Programme has a different set of deal conditions formally agreed with Government. The recently signed HIF1 and HIF 2 funding agreements have agreed delivery end dates, which if exceeded would cause all costs from that point onwards to be the responsibility of the County Council. The Growth Deal has greater flexibility, but not delivery would result in the outcomes not being realised and potential reputational risks.	HIF1 potentially could cost OCC £2m per month after the end date of Nov '24. HIF could cost OCC £1m per month after March '24. Other risks could include: Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. • Reduced delivery of affordable housing and related impact on the community • Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a sever impact on the network or the Council objecting to new development. • Additional strain on the highways network that could restrict the county's ability to improve productivity • Lack of a strategic framework for future growth in the county. • Constraint on economic development	Bill Cotton	Owen Jenkins	5	3	15	A Director has been allocated to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The role focuses on delivering the capital programme and establishing internal processes to speed up delivery e.g. a Programme Management Office has been established, a new ICT system for more effective Project Management is being introduced (Oct 2020) and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. Temporary Additional skills and resources have been brought in to assist with the programme management of the major elements of the programmes.	5	2	10	The directorate has started a Service Improvement that links to the Communities directorate redesign and will ensure the long term resources are put in place and all processes are modernised and in place to manage this large and complex set of programmes. A corporate Assurance Board has been set up, chaired by the CEO to ensure the cross council focus and support is in place to capture any issues early and enable the prioritisation of resources and effort where needed. The impact remains high, however the probability is improving reducing the probability score and therefore the risk rating.	↔	Mitigating Action are in place and beginning to take effect, including temporary resources to ensure programmes are progressed. Significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving. Risk Reviewed- Risk owner updated	03/02/2021
LR4	Local and community resilience ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension	Pandemic control measures could increase existing tensions or create flashpoints. Equally a united effort may increase community cohesion. Possible triggers are likely to be: change in government guidance; local decisions making regarding outbreak control and the goernment Tier system; lack of compliance with outbreak control measures.	Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff. Impact on Council's ability to deliver Covid-19 Response services. Potential reduction in public trust if the council is not seen to be acting appropriately.	Yvonne Rees	Rob MacDougall	4	3	12	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions. Communication network in place including local Members to provide single consistent messaging via multiple trusted sources should it be needed.	4	2	8	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications. Outbreak planning and Standard Operating Procedures completed and tested. Joint Oxfordshire System Comms supporting pandemic restrictions, outbreak control and guidance. Impacts of UK Transition being monitored by specific Oxfordshire System group and commuity tension risk being reviewed by Local Resilience Forum. Update being delivered to Systems Leaders group regarding border changes in April and July. Govememnent Road Map to Recovery being reviewed by all relevant groups.	↔	Risk reviewed - Mitigating actions updated	02/03/2021
LR5	Management of partnerships (non-commercial) maximising the use of effective partnerships to our strategic outcomes and community benefit.	Ineffective partnership working and relationships with key strategic partners, including District and City Councils, the CCG, NHS, Police, Military and voluntary and community sector, leading to negative impact on service delivery and outcomes for local residents / communities. CV-19 outbreak heightens both the potential and impact of this, with attention and resources being necessarily diverted to prioritise the outbreak over 'business as usual' relationships.	Deterioration of key relationships could reduce the Council's ability to: • meet desired outcomes for residents, • achieve efficient delivery • take opportunities to improve services. It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes) Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to both support and utilise the capacity and capability of the sector to help generate community resilience, community willingness to effectively address local needs and help to reduce demand for services (e.g. prevention)	Claire Taylor	Robin Rogers	4	2	8	• Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges • Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts • Formal/informal meetings with main bodies and sector representatives • Participation and engagement in local partnerships, forums and project / policy development work • The Civilian / Military Partnership is implementing changes to how it operates, and has supported the Council to achieve Gold status under the Armed Forces Employer Recognition Scheme • Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements • Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. • Systems structures in place to deliver on-going response to CV-19 and plan for recovery • Liaison and planning arrangements in-place with VCS for Covid-19 community response, VCS resilience and recovery planning	3	2	6	• Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bi-laterals • New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022 • Community development strategy and approach to be produced and implemented jointly with VCS and partners • Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk	↔	Risk reviewed - No changes	08/03/2021
LR6	Supply chain management ensuring effective delivery through the supply chain	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. .The supply chain is disrupted due to temporary close down or accessibility issues as a result of CV-19 mitigation measures	Delays to meeting service requirements or service provision.	Steve Jorden	Jeremy Richards	4	2	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	4	2	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	↔	'The Contract Management Intelligence Team, as part of Provision Cycle, is taking a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles. Risk Reviewed - Comments updated.	10/03/2021

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LR7	Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes.	That the Council acts unlawfully by failing to deliver statutory responsibilities	-Litigation/judicial review -Financial penalties - Local Government Ombudsman/Regulators/Central Government -Damages liability to residents and commercial counterparties -Central Government intervention	Sukdave Ghuman	Glenn Watson	4	3	12	•Constitution of Council (including Finance Procedure Rules and Contract Procedure Rules) •Support role of Finance, Legal and Procurement •Audit function •Legal Compliance and Service Plan •Service Level Agreements between directorates and Legal •Dedicated specialist teams for information rights and complaints resolution	4	1	4	Ensure support functions are fully resourced (see separate section on Comments on Complaints Team). Action plan is in place to ensure we are address our statutory duties for the Deprivation of Liberty Safeguards for adults, statutory duties for children with special educational needs and disabilities; and unregistered provision for children. Scheme of Delegation (Finance) reviewed to reflect current management structure. Information rights, complaints and Ombudsman cases tracked	↔	Action plans continue to be reviewed and addressed by the Leadership Team. When appropriate, consideration ought to be given to statutory easements for SEN and Social Care. Mapping FOI, Subject Access Requests and Complaints onto potential GOSS system for corporate recording and tracking. Complaints Service – taking remendial action to preserve the service due to two key members of staff leaving the Team; recruitment agreed and underway. Monitoring Officer add Directorate Leadership Team aware. Additional temporary assistance drafted from Governance Service. Risk reviewed - Mitigating actions and comments updated	13/03/2021
LR8	Corporate governance creating and embedding an effective and robust management and governance system that provides accountability and transparency.	That the Council's corporate governance, including supplementary governance arrangements to support the CV-19 response, is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements.	Inconsistent, uncompliant or potentially unlawful actions/decisions. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting) Elements of the Covid-19 response may be compromised or delayed.	Sukdave Ghuman	Glenn Watson	2	2	4	•Council governance framework is regularly reviewed and updated by senior managers and members. •Constitution - updated and annually reviewed by Monitoring Officer and Full Council - Amendments made to the Constitution to facilitate virtual/remote public meetings. •System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit & Governance Committee, which reviews the Annual Governance Statement. •Annual Governance Statement – annual opportunity to review the effectiveness of internal controls; signed by Leader and three statutory postholders (HOPS, MO, CFO); overseen by Audit & Governance Committee. •Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response. •Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit & Governance Committee. •Democratic decision-making processes are in place and reviewed as part of the Constitution Review and with regard to COVID regulations and virtual meetings processes	2	1	2	Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise. Annual Governance Statement process for 2020/21 is now under way with the Corporate Governance Assurance Group. Whistleblowing Polices updated and new co-ordinated approach in place under the Monitoring Officer (led by Principal Governance Officer) with central log being put in place and co-ordination of cases. Corporate Governance Assurance Group leading a project to review/align governance processes between Cherwell DC and Oxon CC. Proposals for a Constitutuion Review for Oxon CC being taken to Audit & Governance Committee and to Full Council in March suggesting a fuller review to be owned by the new incoming Council after the May 2021 elections. Minor adminsitrative changes identified by Monitoring Officer are being taken under delegated powers. MO also proposing to Committee and Council a strenghtening of key decision processes when taken by officers under delegated powers (to ensure consultation with Cabinet Member, Director of Law & Governance and S151 Officer) Election planning meetings taking place with District Council colleagues monthly between now and election. Regular two-weekly meetings with Returning Officer and elections team (across Oxon CC and CDC). In touch with Electoral Commission as standing member of the Group. And Oxon Monitoring Officers group has standing item on election and the democratic structures. So we will be able to track the elections and also what, if cancelled/postponed for COVID, plans should be in place for the continuation of the current Council term.	↔	Risk reviewed - Mitigating actions updated.	18/03/2021
LR9	Workforce management long arrangements to ensure sustainable and skilled workforce with the ability to deliver required new and services.	Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.	Failure to manage the workforce and develop strategic HR plans may result in the following: •Recruitment and retention issues •Increased costs of agency staff • Increased costs in training and development •Underperformance or lack of delivery	Claire Taylor	Karen Edwards	3	4	12	• On-going monitoring of issues and HR data • Key staff in post to address risks (e.g. strategic HR business partners, reward manager) • Ongoing service redesign will set out long term service requirements .	3	3	9	Development and adoption of sector relevant workforce plans Development of new People and Organisational Development strategy The ability to interrogate and access key data (ongoing) in order to inform workforce strategies. Development of new Learning & Development strategy, including apprenticeships Post Covid-19 recovery plans to support the workforce are under commission. These wil include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. Weekly review of the absence data is being undertaken to identify areas of high absence.	↔	Risk reviewed - No changes	10/03/2021
LR10	Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.	The risk is that the Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance. The ongoing impact of CV-19 may mean that some organisational change projects are delayed. It may also mean that alternative modernisation, change or transformational activities are required in order to deliver new or realigned services in a post Covid-19 world.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings. Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings. The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio but it also requires the right capacity, skills and governance to ensure delivery.	Claire Taylor	Tim Spiers	4	4	16	• All projects identify benefits to be delivered and long term financial implications (upfront costs and savings), supported by project plans • Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process • Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services • All project resourcing considered monthly, roles allocated & additional 3rd party support commissioned where there is a lack of internal capacity • Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit & Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium-Term Financial Plan. • Where joint activity is planned the Partnership Working Group review progress and delivery. • Capacity and expertise is managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. •CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management. CEDR and ELT review capacity and resource allocated to change projects in light of C-19 and either allocate additional resource or slow the pace of change in order to maintain operational resilience and C-19 response.	4	3	12	•Ensure that the Council's change agenda, including all existing programmes, is integrated into one overall portfolio of change programmes that lead and inform the Service and Resource Planning Process, and expand in scope where further savings are required • Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects • Ensure all change activity is fully aligned to, and supportive of, the corporate priority setting and Medium Term Financial Planning process • CEDR to regularly review the Council's portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members CEDR to review impact of Covid-19 on organisational change a reprofile projects as required. • Align work with CDC programmes wherever possible to achieve increased benefits.The IT Services are being closely joined which will support alignment.	↔	There will be delays to planned work and the analysis of full impact of Covid-19 on the organisational change and service redesign programmes and projects is ongoing. Monthly dashboards are now being produced and reported to CEDR. Further work required to ensure programme of work is fully aligned as outlined in mitigating actions. Ongoing work is being undertaken as outlined in mitigating actions. There have been various projects progressing well, although there have been some slippages, this is being managed by the governance process and a full risk review will be undertaken in the final quarter of the year as set out in the risk strategy. Risk reviewed- Mitigating actions updated	18/03/2021

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LR11	**Financial resilience:** ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	The MTFP and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; financial support to local businesses and residents as a result of CV-19; or not achieving planned savings and efficiencies on time. CV-19 grant funding not at the required level to meet needs of services.	Significant overspend at year end leading to: • extensive use of general balances, taking them below their risk assessed level • extensive use of earmarked reserves resulting in no funding available for earmarked purpose • further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP) Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.	Lorna Baxter	Ian Dyson	5	3	15	• Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet. • Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service & Resource Planning process Additional costs, loss of income and non- achievement of savings are being tracked and inform data returns to MHCLG • Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting • Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks • Service & Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council inFebruary 2020• s25 report of Chief Finance Officer	5	2	10	The financial impact of COVID- 19 is being tracked and is being reported to CEDR, Cabinet and Performance Scrutiny Committee and as part of the monthly Business Management report. As a result of the COVID-19 the expected financial pressures in year have been managed through a Revised Budget, that was approved by Council in September. The Government continues to provide grant funding to assist with the public health response and containment of further outbreaks, which is enabling targeting support to local businesses, communities and voluntary sector, without additional cost to the Council. The Government is also funding lost income on Sales Fees and Charges related to COVID, which we are claiming in accordance with the Government timetable. COVID related grants and funding are being reported routinely to CEDR. The longer-term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain. The Local Government Finance Settlement was announced inDecember. The outcomes from the public consultation and the Performance Scrutiny Committee review of budget proposals have been considered by Cabinet. At their meeting on 19 January Cabinet agreed their proposed budget. CEF have established a project to develop a strategy and plan for the recovery of the £24M deficit in the High Needs DSG funding.	↔	The impact of Covid19 has changed the financial outlook for the Council, and as a consequence the Council set a revised budget for 2020/21 and is in the process of setting a budget for 2021/22 taking into account the short to medium term financial implications of Covid-19. The longer-term impacts beyond 2021/22 are still to be understood and this will need to be continually reviewed. the action for the High Needs DSG recovery plan has been included. There is no current expectation that Government will seek to recover the deficit from the Council Funding; however, the spending is not yet under control and we have been required to produce a recovery plan for some time. Risk reviewed - Mitigation actions refreshed and updated	15/02/2021
LR12	**Property and assets** (maintenance cost)	Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	Steve Jorden	George Eleftheriou	4	4	16	Property, Investment and Facilities Management function redesign to get the right professionals running the service Develop Property Strategy which would determine where to prioritise efforts/spend on assets Install right systems to enable us to keep on top of managing information about our assets	3	2	6	Control activities are prioritising compliance (i.e. 'nice to haves' can wait) Taking more long term views on use/potential use of certain assets. New asset condition surveys have indicated additional financial pressures to bring maintenance of our assets to an acceptable condition. Work is ongoing on a number of sites. A programme based on risk and compliance was developed to resolve outstanding legacy issues and we continue to monitor the financial effect of this activity. The FM team redesign needs to be a priority and completed as soon as possible.	↔	All of mitigation actions referred to are now in place and activities ongoing. The right team/expertise now inhouse dealing with this with a plan in place to achieve full compliance and maintain programme going forward H&S team within PIFM overseeing this and KPIs developed as means of checking performance Additional budget allocated to the team to carry out further works Despite parts of the budget being offered for saving initiatives we are still confident that any risk is mitigated and BAU is unaffected. Risk reviewed - No changes	11/03/2021
LR13	**Health and safety: ensuring effective arrangements are in place to meet our duties**	Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council. The Covid-19 outbreak also increases risk in relation to greater homeworking activities, risks associated with frontline work and mental health and well being risk.	Unsafe services leading to injury or loss Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions)	Steve Jorden	Paul Lundy	4	3	12	• H&S policies and procedures have been reviewed and adopted • Risk Assessments completed including COVID-19. • Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID 19. • Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information. • H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure. • Additional budget has been allocated for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance • We have established a H&S and Compliance function within PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance • H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19; • Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents of work-related exposure to COVID-19 as per RIDDOR. • Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs.	4	2	8	• Ensuring staff continue to receive the necessary health and safety training - due current social distancing guidelines and restriction training is moved to online delivery where possible - Ongoing, alternative virtual delivery options now in place for most courses. • Implement the actions of the recent H&S Audit (April 2020) to further improve systems and controls - Ongoing • PIFM to implement management systems to monitor property compliance and safe working practices. Process for ensuring all buildings used or re-opened are reviewed and risk assessed to ensure they are COVID-Safe. Ongoing as part of recovery plan • Review and risk assess any changes in government guidance to ensure safe and compliant practices are followed. This is monitored and reported through the business continuity (COVID-19) support structure. Ongoing - H&S updates and guidance published on intranet and maintained by H&S Team. • Arrangements for supply and distribution of PPE is well established - no reported pressures.	↔	Risk Assessments and Infection Prevention Control Procedures reviewed in line with latest Government and Public Health guidance. Individual Risk Assessments in place for those frontline workers at higher risk. Regular Comms on safe systems of work including provision of PPE Training and Quarterly updates to DLT's. All reported cases of workplace exposure of COVID have been reviewed with 0 deemed reportable under RIDDOR as Occupational Exposure. Additional monitoring and support being provided to improve team and individual resilience for those frontline teams impacted i.e. g. EAP, trauma counselling and wellcheck sessions. Work underway to review and improve local premises management - role of Responsible Premises Manager - to improve compliance. Risk Reviewed - Comments updated	18/03/2021
LR14	**Business continuity and recovery plans** Resilience to a additional significant disruption during the Covid-19 Response	A further disruption occurs that puts additional pressure on business continuity arrangements.	Essential Council Services and Covid-19 Response services are unable to be recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services	Yvonne Rees	Rob MacDougall	4	4	16	A business continuity improvement programme is under way and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans. Review of London Bridge undertaken by corporate leads	4	2	8	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications COVID19 security on building are in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR. Business Continuity Plans have been reviewed in light of lessons learnt from the first wave of teh pandemic. Council wideprocess introduced for identification of and support to critical staffing issues	↔	Risk reviewed - Mitigating actions updated	02/03/2021

OCC Leadership Risk Register

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						Impact	Probability	Rating		Impact	Probability	Rating				
LR15	Cyber security assurance that effective controls are in place to prevent security issues.	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home	A serious and widespread attack (like Wannacry in Health or Ransomware attacks in Hackney and Recar) could mean the Council will not be able to function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	Tim Spiers	4	4	16	A robust plan is in place and under continuous improvement. OCC and CDC are 'Cyber Security Essentials Plus' accredited. OCC are currently undertaking 'Cyber Essentials Plus' accreditation. OCC and CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events. Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.	4	3	12	The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus' standards. As part of the IT service redesign a joint OCC/CDC Cyber Security officer has been appointed, to undertake: • Responsibility for managing security threats and prevention methods • Working with Information Management to ensure implications of GDPR on data security are understood and built in • Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats • Documenting processes and policy to define roles, responsibilities and procedures • Maximising tech to reduce cyber risks • Ensuring all new and existing suppliers meet cyber security requirements	↔	IT and Cyber Security Officer has been appointed to cover both OCC and CDC. The IT Service continues to work with colleagues and partners to manage the cyber security threat. IT technical resources from OCC and CDC are working closely to ensure both organisations are protected from Cyber security threats. Risk is being treated as a high priority due to the ongoing threat to all organisations. Our approach is guided by the National Cyber Security Centre (NCSC) and also informed by Gartner insight. Presentation made to Audit and Governance Committee regarding the current status and plans to ensure the organisation continues to do everything possible to manage the ongoing threat. Work is being planned to increase awareness. Risk reviewed - work continues, existing controls updated.	18/03/2021
LR16	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	The server infrastructure, backup and disaster recovery hardware is at or past end of life	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive home-working during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response	Claire Taylor	Alastair Read	4	3	12	All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational. The new backup service is operational. The cloud Disaster Recovery solution is configured and running. IT support and provision for new/returning members of Staff is functioning well and demand is being met. IT are working with Integrated Transport to deliver and collect equipment required by Staff working from home. IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements. IT have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit	4	2	8	Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19 Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness Replacement datacentre, disaster recovery and backup solution are fully operational. Datacentre network equipment has been updated and the amount of core space used rationalised. Measures remain in place together with the resilience testing to maintain core IT services. Staff resources are assigned to the most in demand IT requirements. An expanded duty team will support delivery of critical services out of hours. New joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber-attacks. Business Continuity Plans and Risk have been updated since the COVID-19 outbreak to capture all new learnings. Mitigation has been put in place to create COVID-19 bubbles to ensure essential staff are separated in case of infection. All projects have been prioritised to ensure that critical work can continue in case of 2nd or 3rd wave. A proposal for a more cost effective and less complex DR solution has been agreed and procurement will start this month for installation in November. This should be able to remove this risk. Procurement is happening this week. Installation pushed back until	↔	Demand for Covid-19 related IT activity is minimal, and there is an increase in more standard IT requests and work. IT Service is back to normal workloads and BAU objectives, with project work also increasing, utilising our new ways of working. Work is continuing on our IT Strategy to ensure we have even more flexibility in our IT for agile working. IT resources a bit stretched due to extra equipment requirements, SIM swaps and Windows Phone replacement service. At present the service is running at Green, the DR is installed and I believe this risk can be closed. Risk reviewed - Comments updated	02/03/2021
LR17	Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic	Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	• Possible reductions in frontline service delivery, events, meetings and customer contact. • Economic hardship impacting local business and potentially the local workforce. • Impact on vulnerable residents who may find it harder to access services. • Increased demand on both frontline and enabling services. • Prolonged risk of social isolation and the mental and physical consequence thereof.	Claire Taylor	Mark Haynes	5	4	20	• Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services • Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery. • Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. • Regular updates from Director of Public Health, shared internally and externally. Partnership communications enhanced and regular conversations convened. • Regular teleconference with local councils and emergency services discussing updates, concerns and best practice (in-line with usual business continuity and emergency planning protocols). • Mutual aid with regional Thames Valley partners enable a tactical response to community resilience. • Engagement with suppliers to manage impacts across the supply chain • Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day • Provision of additional body storage as temporary place of rest to support the current mortuary provision. • Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance County is now in national lockdown and the CEV group of resident now have to follow strict new guidelines. The arrangements across Oxfordshire have now been fully extended and stood up. Major comms drive to highlight the increase in cases across the county and the need for the residents to take note and abide by the national lockdown restrictions.	4	4	16	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge. The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions Customer contact demand will continue to be monitored and resource allocated to key priorities Appropriate risk assessments are being taken to enable the opening of key cultural sites in July 20 Involvement on the Health Protection Board supporting vulnerable customers if isolated due to tract and trace protocols and in line with Local Outbreak Plan Easing of COVID-19 restrictions has enabled a wider range of services to become more available to customers and residents. 91% of core libraries are now open and customer contact at the CSC is back to normal levels. Review of current BCP's underway. Various central government grants are being used to support the community and residents eg COMF Additional customers are now classified as 'clinically extremely vulnerable' and being supported Vaccination outreach commenced	↔	Risk reviewed - Mitigating actions updated.	12/03/2021
LR18	Covid-19. Business Continuity: managing the ongoing impact of the pandemic on council operations.	Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	• Possible reductions in frontline service delivery, events, meetings and customer contact. • Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. • Requirement to reprioritise service delivery • Assess critical services and consider alternative methods of delivery • Requirement to offer mutual aid to partner organisations. • Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	Claire Taylor	Karen Edwards	5	4	20	• Business Continuity Plans have been reviewed, tested and are maintained and updated • Remote working in place • Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. • Regular updates from Director of Public Health, shared internally and externally. • Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). • Regular communication messages following Public Health advice • Sanitisers in washrooms/corporate buildings • Agile working being tested further across services, ensuring equipment and access is in place. • Weekly sickness monitoring implemented • Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces. • Stocks of laptops being maintained / weekly managers bulletin with guidance and support offered / arrangements in place for duty, on call and reassignment where necessary Improved understanding of the risk factors across the workforce identified through COVID-19 data. • Weekly reports on all sickness absences, COVID-19 related and others, are being produced by Directorate. • IT has build a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen due to COVID-19. This data is monitored weekly at Silver.	5	4	20	The nature of the risk is such that national public health guidelines will determine the councils' response. IT has build a reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen.	↔	Risk reviewed - No changes	10/03/2021

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REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of travel	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR19	**Safeguarding of vulnerable adults:** Failure to safeguard vulnerable adults. The Care Act 2014 places a duty on the council to work with other parts of the health and care system to safeguard adults at risk of abuse or neglect. Roles, responsibilities and accountability are set out in the act with the council being required to take the lead coordinating role.	• Insufficient quality controls for care providers • Increased numbers of safeguarding alerts without sufficient resource to manage them in a timely and appropriate manner • Safeguarding concerns not being reported • Failure to act when concerns are expressed about an individual being subject to abuse or neglect • Poor / inappropriate information sharing amongst partners.	• Vulnerable people not protected from abuse or neglect. • Serious injury or death of a vulnerable adult • Significant reputational damage for the council	Stephen Chandler	Melanie Pierce	5	3	15	a. Oxfordshire Safeguarding Adults Board oversees and scrutinises the safeguarding of vulnerable adults across all partners in Oxfordshire b. The act brought in the principles of 'Making Safeguarding Personal'. Oxfordshire is recognised as doing this well. Part of the principle is that people own their own risks - so it can never be completely mitigated away. c.Centralised Safeguarding Team which leads on incoming safeguarding concerns and the completion of all subsequent safeguarding activity. d. Clear statement of the minimum standards expected of care providers (from the County Council, the Care Quality Commission and the Oxfordshire Association of Care Providers) e. Monitoring of providers by the Council's Quality and Contracts Team. This includes performance information (complaints, safeguarding referrals, etc.), contract monitoring meetings, and quality monitoring visits and gathering feedback. These are measured against ten quality standards and an internal traffic light system. f. Working closely with the Care Quality Commission to identify and share issues to ensure they are dealt with appropriately. The Care Governance Group which is led by the council includes both the safeguarding lead for the Council and the Care Quality Commission g. Publicise and provide clear communication on the ways in which a person can raise a safeguarding concern. h. Dailly, weekly, monthly performance reports in place on the activity in the safeguarding team. Quarterly perforamce report to the Performance Subgroup of the board on wider partnership issues. i. Cross parternership training plan in place	5	2	10	Number of concerns are increasing following a small decrease during April 2020. Consultation service is continuing to provide support and has resulted in 1530 calls to the service. However received 5,116 concerns and 1,296 enquiries last year which does put pressure on a small team. Timings of dealing with concerns and enquiries are monitored daily. The quality of providers in Oxfordshire is higher than elsewhere as evidence by the CQC ratings. Multi agency meetings in place to ensure appropriate sharing of information; regular audits of case work in place. No additional actions required but we will respond to any issues raised in the on-going monitoring	↔	Risk reviewed - No changes	08/03/2021
LR20	**Demand management - Adults-** Adult social care services aren't help people remain independent and healthy for as long as possible	Numbers of people requiring care increase and numbers of people providing informal care do not rise as quickly as demand. Health Services face reduced funding which puts further pressure on the council.	More people present with higher social care needs, reflecting not just the growth in needs in the population, but also the change in informal care, which will not rise as quickly as demand. People with needs, who did not come forward for care previously, now start to come forward with greater public awareness of social care. Those people who do come forward, have higher levels of need. People moving to social care funded services as health services also face reduced funding.	Stephen Chandler	Suzanne Westhead	4	4	16	a.The service has an agreed model for predicting demographic pressure and this is funded by the Council. b. investment in services to reduce demand (e.g. reablement) c. Pooled budget with health which allows whole system investment d. referrals into teams in 20-21 for the first 6 months of the year has increased by 21% compared to the same time last year, but the people we support in long term care is 1% lower than the same time last year e. Medium and long term impact from Covid not known.	4	3	12	Risk at target level but a permanent risk due to demographic pressures. These are being managed well in Oxfordshire as evidenced by iMPOWER rating the productivity of older people's service as 5th highest in the country. High use of equipment - 28% more likely to have received equipment. Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. A system plan is in place to deliver a new reablement approach in 2021, this is being piloted and showing success in reducing long term care needs. ASC transformation and Making it Happen approach have begun, in partnership with the voluntary sector.	↔	Risk reviewed - Risk Manager updated	08/03/2021
LR21	**County Elections May 2021 –** Delivery of safe and legally sound elections on 6 May 2021	Insufficient planning and staffing; Covid insecure polling stations and counts; lack of effective communication with stakeholders	Complaints. Loss of confidence from participants if polling stations and count venue aren't deemed Covid safe, leading to a risk of low voter turnout, problems recruiting staff and compromised engagement from candidates/agents.	Yvonne Rees	Steve Jorden	4	4	16	Corporate wide approach taken to delivering the election with specialists from service areas supporting different aspects. Election Special Interest Group (SIG) with County and District election specialists *(and County Deputy Returning Officer staff) each month as key part of planning the detail. Electoral Commission attendance of SIGs.	4	2	8	Plan and risk register in place and regularly reviewed. Weekly project board meetings chaired by the Returning Officer. Election Special Interest Groups monthly to aid detailed planning All polling stations risk assessed for Covid compliance	↔	The Elections Project Board meet weekly to go through issues and agree actions. Key risks are around Covid compliance of polling stations and reluctance of some schools to allowing elections on site. All polling stations are being risk assessed and checked for Covid compliance against Gov guidelines, with appropriate mitigations being put in place. Further risk of insufficient staff to run polling stations and count due to concerns over Covid. Various comms channels being used to appoint sufficient Polling Station staff, includingworking through the LEP. Discussions taking place about the possibility of putting count staff in bubbles so as to limit impact of any Covid related illness. Risk reviewed - No changes	19/03/2021

Forecast outturn 2020/21 at February 2021

Introduction

This Annex sets out the latest financial monitoring position as at 28 February 2021. The forecast includes the financial impact of COVID-19 for 2020/21 including the latest estimate for additional and exceptional expenditure and income losses.

Based on expenditure to the end of February 2021 there is a forecast underspend of -£4.0m within directorates and a net underspend on Corporate Measures of -£0.4m.

Directorate	Latest Budget 2020/21	Forecast Outturn 2020/21	Forecast Outturn Variance February 2021	Forecast Outturn Variance 2020/21
	£m	£m	£m	%
Children's Services	133.2	131.7	-1.5	-1.1%
Adult Services	197.6	197.6	0.0	0%
Public Health	0.5	0.5	0.0	0%
Environment & Place	62.6	63.1	+0.5	0.8%
Customers, Organisational Development & Resources	35.2	34.6	-0.6	-1.7%
Commercial Development, Assets and Investments	50.0	47.6	-2.4	-4.8%
Total Directorate Position	**479.1**	**475.1**	**-4.0**	**-0.8%**
Corporate Measures	-508.8	-509.2	-0.4	-0.1%
COVID-19 – Budget for costs and income losses	29.7	29.7	0	0%
Overall Surplus/Deficit	**0.0**	**-4.4**	**-4.4**	

The Revised Budget for 2020/21 agreed by Council on 8 September 2020 set out that the financial impact of COVID-19 in 2020/21 was anticipated to be £51.3m. The revised budget included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July 2020 plus the creation of a COVID-19 budget for costs beyond the end of July 2020. On 15 December 2020 Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. A third virement from the COVID-19 budget of £2.8m was approved by Cabinet on 16 March 2021 for the actuals for the period November 2020 to January 2021 and an estimate for February-March 2021. This takes the total additional general funding allocated to Directorates for exceptional expenditure to £18.5m. After taking into account other pressures including income losses, pressures on Dedicated Schools Grant (DSG) funded services and the reserve for Collection Fund Losses, the total anticipated cost of COVID-19 for 2020/21 is £42.2m.

The financial impact of COVID-19 will not end on 31 March 2021 and additional costs are expected in 2021/22 and across the medium term. It has previously been noted that the profile and timing of some of the COVID-19 costs and income losses may mean that some costs fall into a different financial year. It is now expected that £10.0m

originally forecast for 2020/21 will fall into 2021/22. It is expected that there will be a balance of around £14.0m on the COVID-19 budget at year end after the receipt of the second and third claims to the Sales, Fees and Charges Income Guarantee Scheme. This budget, which was created from the in year savings of £14.9m and unringfenced funding received to date of £36.4m, will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond. Furthermore, any year end over or underspends relating to transfers from the COVID-19 budget will be transferred to/from the COVID-19 reserve at year end.

The Council has also received £38.1m of specific grants in 2020/21 and a £12.0m contribution from the Clinical Commissioning Group to manage the impact of COVID-19. Details of the specific funding and how it has been utilised are set out below and in Annex C – 5b.

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

Annex C – 1 (a) to (f)	Outturn Summary and Directorate Detail
Annex C – 2a	Virement Summary
Annex C – 2b	COVID-19 forecast and virement request
Annex C – 2c	Virements to Note
Annex C – 3	Earmarked Reserves Forecast
Annex C – 4	General Balances
Annex C – 5a	Government Grants Summary
Annex C – 5b	COVID-19 Grant Detail
Annex C – 5c	Allocation of Contain Outbreak Management Fund

Children's Services

An underspend of £1.5m is forecast by Children's Services against a budget of £133.2m. The directorate forecast outturn includes up to £4.4m of costs relating to COVID-19, of which £1.4m of actual costs have been funded to date.

An in year overspend of £10.8m is forecast for the High Needs DSG, against a budget of £57.9m, which will be carried forward against DSG balances and is being managed through the SEN Transformation Project.

Education and Learning	Variation An underspend of £1.5m is forecast for this service.
Budget £30.4m	Key Issues As reflected within the performance report demand for Education, Health and Care Plans remains high and recent
Variation £1.5m underspend	investment has taken place to recruit a small specialist team to address the current backlog.
RAG rating AMBER	The underspend of £1.5m relates to Home to School Transport. Although the service has incurred additional
Outcomes Achieved	costs in relation to COVID-19 and social distancing on

Yes | transport, detailed below, it has also been possible to control spend during periods when schools have been operating remote learning for many of their pupils and demand for transport has been reduced. £0.9m of the underspend relates to reduced payments during periods when many children have been remote learning, £0.9m relates to savings from use of personal transport budgets, and £0.1m through an increase in the use of public transport. This is offset by a loss of £0.4m of income through the spare seat scheme, which cannot be claimed through the Ministry of Housing, Communities and Local Government's (MHCLG) income guarantee scheme. This is also after a planned contribution of £0.6m is returned to the DSG High Needs Budget.

Financial Impact of COVID-19

To date additional funding of £0.2m has been allocated in relation to COVID-19 costs, with spend to date estimated at £0.3m. The forecast for this year is currently £0.5m. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses.

Significant areas of spend to date are £0.111m for Laptops and Virtual Tuition for children and £0.021m for PPE in Early Years Settings.

Demand for Education, Health and Care Plans continue to increase throughout the various periods of lockdown, which has increased workloads for Educational Psychologists and the Casework Team resulting in additional costs. It is assumed this pressure will be funded by COVID-19 budget for costs and income losses.

In addition, lost income is forecast at £0.3m within Education and Learning as a result of the partial closure of schools. It is forecast that this will total £0.4m for the full year. Most is anticipated to be funded through the Ministry of Housing, Communities and Local Government's (MHCLG) income guarantee scheme, with £0.1m which cannot be claimed anticipated to be funded from the COVID-19 budget for costs and income losses and is included above.

On 11 August 2020 the Department for Education (DfE) announced the Local Transport Authority funding allocations, with the Council's initial allocation being £0.5m. In addition, a further £0.3m has been received for the spring term from January to March. This additional grant

	of £0.8m is to help with the additional costs of providing Home to School Transport in line with the COVID-19 guidance. It is currently anticipated that this funding will be spent during the period it applies to and that it will be sufficient to meet the additional costs incurred.
Children's Social Care **Budget** £30.7m **Variation** breakeven **RAG rating** GREEN **Outcomes Achieved** Yes	<u>Variation</u> A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020. <u>Key Issues</u> At present there are no variances reported in this area. <u>Financial Impact of COVID-19</u> To date additional funding of £0.074m has been allocated in relation to COVID-19 costs, with spend to date estimated at £0.8m. The forecast for this year is currently up to £1.3m. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses. As a result of the COVID-19 pandemic there has been an increase in spend on staffing during the year, and particularly since September 2020. An increase in demand within teams, particularly within the MASH where contacts have increased by 34% this financial year compared to the same period last year. Demand has also increased within frontline social care teams where children and families are remaining on a plan for longer than would normally be expected, contributing to an increase in overall cases. In addition the pandemic has also had a significant impact on the ability to attract and retain social care staff to front line roles, with increased caseloads, staff sickness, caring responsibilities, and increased staff turnover of both permanent and temporary staff due to the market at this time. This has therefore increased the number and cost of agency staff required to ensure the council continues to operate a safe service. On the basis of current trends, the cost in this year to meet this additional demand is forecast to be between £0.4m and £0.7m depending on the length of time additional resource is required. This will be linked to how long demand remains higher than capacity of the existing service and will be closely monitored. Outside staffing the main costs incurred to date relate to an increase in allowances to reflect universal credit increases (£0.032m) and costs relating to isolation for Unaccompanied Children on arrival (£0.156m).

	A notification has been received a ringfenced grant relating to free activities and healthy food for disadvantaged children. This grant must be used to provide a programme of support for disadvantaged children across school holidays in 2021 calendar year. The grant needs to be applied for, for Oxfordshire £0.142m in 2020/21 has now been confirmed, with up to £1.272m in 2021/22 available, a total of £1.414m available across the two years.
Children's Social Care Countywide Services **Budget** £66.4m **Variation** breakeven **RAG rating** GREEN **Outcomes Achieved** Yes	<u>Variation</u> A breakeven position is forecast for this service. This is after the virement from the contingency budget of £3.3m agreed by Council on 8 September which balanced the budget. <u>Key Issues</u> The forecast here remains risky as packages for individual children can cost in excess of £0.2m per annum, and therefore a small change in demand or children with significant support needs can have a significant impact on spend within this budget. The demand seen in the referral and assessment service is likely to result in increased demand in the placement budget as some children enter care. Although some of this demand may be experienced this financial year, it is likely that any growth in demand for placements could be experienced over at least one to two years. <u>Financial Impact of COVID-19</u> To date additional funding of £0.9m has been allocated in relation to COVID-19 costs, with spend to date estimated at £1.4m. The forecast for this year is currently that there is £1.5m committed. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses. Demand hasn't yet arrived within the service, and therefore cost to date haven't risen as fast as originally anticipated. Demand is now high within the MASH and it is assumed that this will work through the social care system, resulting in increased demand for placements in the future. Work completed so far anticipates that the forecast seen earlier in the year will move in to 2021/22 financial year. The main areas of spend to date have been in relation to support for families and young people. The costs breakdown as follows: £1.0m in relation to placements, £0.1m for costs incurred due to the effect of court delays, and £0.1m in relation to staffing costs caused by the need for staff to isolate.
Children's Central Costs	<u>Variation</u>

Budget £5.1m	A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.
Variation breakeven	<u>Key Issues</u> No variance is reported at this time.
RAG rating GREEN	<u>Financial Impact of COVID-19</u> No variance is reported due to COVID-19 at this time.
Outcomes Achieved Yes	<u>Contain Outbreak Management Fund</u>

Dedicated School Grant

High Needs **Budget** £57.9m **Variation** £10.8m (19.9%) overspend **RAG rating** RED **Outcomes Achieved** Yes	<u>Variation</u> The variation forecast is a forecast overspend of £10.8m. <u>Key Issues</u> The variance of £10.7m relates to the existing children and an expected growth in demand for Education, Health and Care Plans and support for the current year based on the currently announced high needs dedicated schools grant funding. In addition, invoices are now being received from further education colleges, which may exceed the budget available, with further work being undertaken to ascertain the pressure this may lead to. Significant diagnostic work is being undertaken to analyse the relationship between activity, increased demand and spending pressures across the SEN funding system. Officers will work with Schools, Parents and other stakeholders to develop proposals for the High Needs Block to move into line with its operating budget in the medium term. The reduction in the forecast relates to a £0.7m underspend within SEN Homes to School Transport which has enabled this to be returned to the HN Budget. <u>Financial Impact of COVID-19</u> There is a forecast cost of £0.1m due to the COVID-19 pandemic. These costs are unfunded and will increase the deficit on the High Needs budget.
Early Years **Budget** £38.8m **Variation** breakeven **RAG rating** RED	<u>Variation</u> £0.2m of COVID costs have been funded in the revised budget. <u>Key Issues</u> The Early Years DSG is forecast to overspend by between £0.5 to £0.6m within year. There has been an increased take-up of SEN Inclusion Fund – which supports lower level SEN need in settings and a step change in the number of eligible 2 year olds. Options for managing the overspend

Outcomes Achieved Yes	from prior year DSG were discussed at Schools Forum in November, so this is reported as breakeven at this time.
	Financial Impact of COVID-19 A package of provider support of £1.3m was agreed in April 2020. Spend to date is estimated at £0.5m with a further £0.3m committed. The forecast for this year is currently £1.3m. This does not yet include the impact of the Jan 2021 national lockdown.
	The COVID costs relate to provider sustainability payments to early years settings to meet statutory need, including a forecast risk into the future. It also includes additional opening (e.g. out of term-time), and key worker funding where children have been placed away from their usual setting.
	It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses.

Adult Services

The service is currently forecasting a £4.3m underspend against a budget of £197.5m.

This will be transferred to reserves to help meet pressures in 2021/22, resulting in a forecast break-even position being reported for Adult Services. The amount expected to be transferred to reserves has increased by £1.5m from the previous month.

The directorate forecast outturn includes **£7.9m** of costs relating to COVID-19, no change from the previous month.

Better Care Fund Pool **Budget** £80.8m **Variation** Breakeven **RAG rating** Green	A breakeven position is forecast for the council elements of the pool. This is a reduction of £0.4m from last month. However, the forecast position is after taking account of £4.3m assumed to transfer into reserves, £1.5m increase from the previous month. Budgets within the pool are being managed on an aligned basis following the agreement of the risk share arrangements for 2020/21.
Outcomes Achieved Yes	Financial Impact of COVID-19 Included in the forecast is £4.2m of expenditure relating to costs arising from the COVID-19 pandemic. These include a 10% payment made to contracted care providers in April, May and June 2020.

Because of a reduction in demand for care home placements £0.4m additional costs relating to the cost of voids within the council's block contract arrangements is included in the forecast. Work is continuing to monitor this and to take action to mitigate this where possible.

Key Issues
The pool combines health and social care expenditure on care homes, activity relating to hospital avoidance and prevention and early support activities for older people and adults with physical disabilities.

Reflecting the positive outcomes achieved through ongoing joint working across health and social care, Oxfordshire Clinical Commissioning Group have increased their Better Care Fund contribution to support adult social care expenditure by an estimated £1.5m increasing the total from £25.0m to £26.5m in 2020/21. The council budget released will be transferred to reserves and the expectation is that this will be used to meet on-going costs relating to hospital discharges in early 2021/22. Any element not used for that will be used to meet pressures in the pools with the use agreed through the risk share arrangements. This forms part of the £26.3m minimum social care contribution for Oxfordshire that was confirmed by NHS England on 7 December 2020.

The Hospital Discharge Scheme 1 ended on 31 August 2020, with a requirement to move everyone currently funded by the scheme onto business as usual arrangements by 31 March 2021. All of the service users who were discharged under scheme 1 have now been moved backed onto business as usual funding arrangements.

Arrangements for hospital discharges from 1 September 2020 onwards, which support the provision of care for a period of up to six weeks to enable assessment to take place remain in operation. The funding for Scheme 2 is intended to support service activity that has been put in place specifically to support hospital discharge that is additional to business as usual provision, including for people who would ordinarily be self – funders. The scheme will continue for people discharged until 31 March 2021. An update on the arrangements from 1 April 2021 is awaited.

The forecast is showing the number of net placements remaining fairly consistent with last month, however the number of new placements are showing to be more expensive than the placements leaving the service. The

underlying effect on the pool is an increase in forecast spend of £0.3m. Estimated growth of 10 placements for March is still included within the forecast but based on activity in previous months this may not materialise. This reduces the total estimated underspend within care homes and prevention to £3.6m.

The underspend within care homes is offsetting a £0.8m overspend within hospital avoidance linked to increased activity in home support; this is a £0.1m increase on last month reflecting a further increase in activity.

Due to ongoing challenges with recruiting occupational therapists and social workers, the staffing budget in the pool is forecast to underspend by £0.3m, no change from last month. The intention is that this will be used to support additional review capacity in 2021/22.

The forecast assumes that all the in-year savings agreed by Council in September will be achieved.

Adults with Care and Support Needs Pool **Budget** £98.9m **Variation** £0.3m underspend **RAG rating** Green **Outcomes Achieved** Yes	<u>Variation</u> A forecast underspend of £0.3m is being reported, a £0.4m decrease in spend from last month. <u>Financial Impact of COVID-19</u> Included in the forecast is **£2.2m** of expenditure relating to costs arising from the COVID-19 pandemic. Included within these costs are a 10% payment made to contracted social care providers in April, May and June 2020 and voids costs associated with service users having to have an extended period in respite rather than not being placed. <u>Key Issues</u> The 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. So far, the COVID-19 pandemic has not increased demand in the pool, but this is continuing to be monitored. The 2020/21 health contribution to the pool is £17.6m. This should cover the cost of a learning disability block contract held with Oxford Health, health costs associated with acquired brain injury service users, the OCCG contribution to the cost of transactional processing and a contribution to the health element of Learning Disability personalisation costs. Under the risk share arrangements agreed for

2020/21 the council is responsible for any variation against budgets for learning disabilities within the pool.

There is a **£0.3m** increase in the forecast underspend for Learning Disabilities since last month. The updated underspend of £0.4m incorporates a decrease in care home costs and an element of growth within supported living not being realised.

A pressure of £0.5m relating to the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust is included within the forecast with the council responsible for £0.3m, a **£0.1m** reduction from last month, and OCCG £0.2m, through the risk share arrangements.

An underspend of £0.2m in the cost of care for people with High Functioning Autism is still being reported, no change from last month.

The forecast assumes that all the in-year savings agreed by Council in September will be achieved.

As part of the 2020/21 service and resource planning process £2.75m one-off funding was built into the budget to support pressures relating to Mental Health and Autism within Oxfordshire. Temporary funding arrangements put in place for NHS providers in response to the COVID-19 pandemic mean that some of this funding has not been needed and remains available to meet future   pressures. £2.2m is requested to be moved into reserves for use in 2021/22 this is an increase of £0.1m from the previous report as a result of the costs paid in relation to the supported living costs for current service users over 65 being lower than originally anticipated.

Non-Pool Services	Variation
Budget £11.0m	A forecast underspend of £0.2m is being reported an increase of £0.1m from last month.
Variation £0.2m underspend	Financial Impact of COVID-19
	Included in the forecast is **£1.5m** of expenditure relating to costs arising from the COVID-19 pandemic. These include additional staffing costs, a contribution to Homelessness costs in Oxford City and pressure arising within the print unit linked to a loss of income.
RAG rating Green	
Outcomes Achieved Yes	

Within provider and support services, there is an estimated underspend of **£0.2m** linked to staff vacancies.

The forecast assumes that all the in-year savings agreed by Council in September will be achieved.

Commissioning	<u>Variation</u>
Budget £6.8m	A forecast overspend of £0.5m is being reported, an increase of £0.1m from the last report.
Variation £0.5m overspend	<u>Key Issues</u>
RAG rating Green	The forecast includes one – off agency costs of £0.1m, plus £0.2m of staffing vacancy targets that are not expected to be achieved.
Outcomes Achieved - Yes	
	The financial implications linked to the implementation of the new commissioning staffing structure are currently forecast to be £0.2m. This covers the one – off cost of recruitment as well as agency staff covering key roles while the new team is put in place.
COVID-19 Specific Grants	As set out in Annex 5a ring-fenced government grants held by the directorate total £27.2m for 2020/21.
RAG rating Green	The first tranche of Infection Control Grant of £7.3m was available to support providers with infection control measures from May to September 2020. This was required to be used to support adult social care providers to reduce the rate of COVID-19 transmission in and between care homes (75% of the grant total) and to support wider workforce resilience measures (25% of the grant). As required by the DHSC (Department for Health and Social Care) in accordance with the grant determination, £0.2m of has been returned.
Expected Use of Grants 100%	
	A second tranche of Infection Control Grant of £6.3m has been allocated to the council to reduce the rate of COVID-19 transmission within and between care settings in the second half of 2020/21. The conditions specify that 60% the grant needs to be passed to care homes and a further 20% to domiciliary care providers. The remaining 20% of the grant can be allocated at the discretion of the council in line with the relevant guidelines.

The funding is required to be fully spent by care providers by 31st March 2021. Each provider is required to report monthly on their use of the grant with their returns collated into a summary update to the DHSC.

As at 28 February, £3.7m had been passed to care homes, £1.8m to domiciliary care providers, £0.3m to external day care providers and £0.4m to people using direct payments to provide financial support with infection control measures.

Funding to support providers to undertake Lateral Flow Device (LFD) Testing was announced in late December and the council has received £1.8m of the £149m available nationally. All funding must be used to support increased LFD testing in care settings and needs to be spent by 31 March 2021. 80% of the funding needs to be passed to care homes within the local authority's geographical area on a 'per beds' basis. This includes

residential drug and alcohol services. The remaining 20% must be used to support the care sector to implement increased LFD testing but can be allocated at the local authority's discretion. Each provider is required to report on the use of the grant monthly in February, March and April 2021. To date £1.1m has been passed to 83 care homes who have indicated that they are undertaking the testing.

The council has also been allocated £1.1m as part of the workforce capacity fund from the DHSC. The grant must be used to deliver measures that result in additional staffing capacity for Adult Social Care and needs to be spent by 31 March 2021. The first instalment of £0.8m (70%) was received in February. It's been confirmed by the DHSC that the remaining 30% will be received in March. It is anticipated that most of the grant will be passed to domiciliary care providers and care homes with a small element retained for local recruitment campaigns. To date £0.8m has been passed to 162 to care homes and domiciliary care providers.

The council was awarded £0.2m by the DHSC to facilitate timely discharges into the community to reduce the number of people with learning disabilities who are inpatients, which was used to help fund housing modification within the service.

Public Health

A forecast breakeven position after the assumed use of the grant to fund Public Health eligible spend.

Variation Breakeven against £31.2m ringfenced grant **RAG rating** Green **Outcomes Achieved** Yes	Variation A breakeven position is forecast for this service. Financial Impact of COVID-19 There has been no increase in costs arising from the COVID-19 pandemic or loss of income due to the COVID-19 pandemic but there have been one-off savings due to reductions in service provision in line with national directives. Key Issues The forecast breakeven position is after taking account of £2.2m reductions in planned spend, an increase of £0.5m from the previous month. This includes a £1.8m reduction in spend due to reduced activity in sexual health services due to COVID-19 together with expediting a move to home testing previously scheduled for 2021/22, this is a £0.4m increase from last month, plus a further £0.4m reduction in spend on NHS health checks due to reduction in face to face services during the pandemic, no change from last month. There is also a £0.3m underspend relating to staff vacancies at the start of the year, an increase of £0.1m from the previous month. Offsetting these savings are cost pressures of £0.1m in residential rehabilitation for drug and alcohol users due to increased demand, a decrease of £0.1m from the last report and £0.2m cost pressure related to additional requirement under the grant to fund NHS pay inflation in contracts. Work is progressing to agree £1.1m of spend elsewhere in the council that contributes to Public Health outcomes and is eligible to be funded by the grant in 2020/21. The balance of the reported underspend will be transferred to the Public Health reserve.
Grant Funding **RAG rating** - Green **Expected Use of Grants**	As set out in Annex 5a government grants held by the directorate total £34.9m for 2020/21. The Public Health grant is £31.2m, an increase of £1.5m from the previous year, this grant will be used to support appropriate Public Health activities throughout 2020/21.

100%	The council has received £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19. The spend by the end of the year is estimated to be £1.2m. The balance remaining at year end will be carried forward and used to support eligible spend in 2021/22.
	The council has been awarded £0.1m from Sport England for a Wayfinding project to encourage children to walk to school. Work is in progress to recruit schools to this project. We have claimed £0.03m of this for the financial year 2020/21. The balance of the funding is anticipated to be claimed by July 2021 in line with the school year.
	The Council has also received £0.1m to support us to deliver routine commissioning of pre-exposure prophylaxis for HIV. This grant covers the in-year costs of this new public health requirement. The grant will fund a contract variation with our sexual health provider who delivers this service. An announcement on how this will be funded going forward is anticipated as the public health grant will not increase for 2021/22.
	The Community Testing Programme (CTP) aims to accelerate a reduction in prevalence of COVID-19 by identifying asymptomatic cases through local testing. The county council has worked in collaboration with the district councils and testing in Oxfordshire started on 8 February 2021. Estimated costs of £0.6m up to the end of March will be claimed against the Community Testing Grant.

Environment & Place

A **0.8%** overspend position of £0.5m has been forecast when compared to a budget of £62.6m.

Planning & Place	Change from previous report
	There has been a small change in the forecast from the previous month. Planning & Place is now forecasting an underspend of £0.3m.
Budget £4.1m	
Variation £0.3m (7.3%) Underspend	Key Issues
	There are some pressures on services mainly due to staffing shortages. This has generated some financial savings but may also incur additional cost pressures which can be managed within the overall budget.
RAG rating Red	
Outcomes Achieved Yes	
	There is also a risk that the forecast underspend may be offset by pressures arising from loss of income within the service resulting in a breakeven position.

Growth & Economy **Budget** £0.1m **Variation** £0.4m (483.9%) Overspend **RAG rating** RED **Outcomes Achieved** No	Change from previous report There is no change to the financial position previously reported. Key Issues There is an on-going risk of a revenue pressure of £0.7m resulting from Infrastructure delivery dependency on Agency as opposed to OCC staff which is s likely to continue for rest of the financial year. This has been set off against the remaining Growth deal revenue funding of £0.3m resulting in a net pressure of £0.5m.
Communities Management **Budget** £0.4m **Variation** £0.0m (0.0%) breakeven **RAG rating** GREEN **Outcomes Achieved** Yes	Change from previous report There is no change to the financial position previously reported. Key Issues None to be reported
Community Operations **Budget** £57.9m **Variation** £0.4m (0.7%) Overspend **RAG rating** GREEN **Outcomes Achieved** Yes	Change from previous report No change to the financial position reported last month. The forecast is an overspend of £0.4m driven by forecast overspends in Waste (£0.2m) and Highways defects (£0.2m). Financial Impact of COVID-19 Included in the forecast is £1.0m of COVID-19 related expenditure for Communities management Covid-19 response There is a forecast loss of income to date of £4.2m due to the COVID-19 pandemic. This mainly relates to parking and permit income (£3.6m) and Supported Transport (£0.6m). It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses Key Issues

The wet, cold and windy weather over the winter period has created a pressure on the Highways Defects budget due to a high number of incidences of flooding and the impact this causes.

The pressure on the Highway Defects budget has been partially managed within the wider service budgets by reducing spend elsewhere but there remains a residual pressure of £0.2m.

There are also additional costs pressures due to increased waste tonnages across all waste streams.

Customers, Organisational Development & Resources

An underspend of £0.6m (1.7%) is forecast when compared to the budget of £35.2m.

Corporate Services	Change from previous report
Budget £2.0m	There is no change to the financial position previously reported.
Variation £0.0m (0%) breakeven	Financial Impact of COVID-19
RAG rating	Included in the breakeven position is £0.4m of COVID-19 related expenditure covering COD Directorate. This includes staff costs for extending the Customer Service Centre operating hours, additional ICT needs to support home working, Occupational Health Assessments for non-school staff returning to work and Health & Safety costs for re-opening Libraries.
GREEN **Outcomes Achieved** Yes	
	Key Issues None to be reported
Human Resources & Organisational Development	Change from previous report There is no change to the financial position previously reported.
Budget £2.4m	Key Issues
Variation £0.0m (0.0%) breakeven	No issues.
RAG rating GREEN	
Outcomes Achieved Yes	

Communications, Strategy & Insight **Budget** £2.5m **Variation** £0.4m (16.9%) underspend **RAG rating** GREEN **Outcomes Achieved** Yes	<u>Change from previous report</u> There is a slight variation to the previous months report with further £0.1m underspend reported due to staff vacancies, and inability to carryout planned marketing and engagement activities. <u>Financial Impact of COVID-19</u> No changes,; there is still a forecast loss of income due to the COVID-19 pandemic on the lack of provision of data assessment services. It is anticipated that most of the unachieved income will be recovered from the scheme and any remaining pressure will be funded by the COVID-19 Budget for costs and income losses. <u>Key Issues</u> None to be reported
ICT & Digital **Budget** £10.7m **Variation** £0.0m (0.0%) breakeven **RAG rating** GREEN **Outcomes Achieved** Yes	<u>Change from previous report</u> There is no change to the financial position previously reported. <u>Key Issues</u> The IT and Digital service continues to work to meet its in-year savings targets and delivery against the agreed IT strategy, recognising that some projects have been delayed due to the COVID-19 pandemic and that the service is currently responding to increased demand.
Culture & Customer Experience **Budget** £11.1m **Variation** £0.2m (1.7%) underspend **RAG rating** Red **Outcomes Achieved** No	<u>Change from previous report</u> There is no material change to the financial position previously reported. <u>Financial Impact of COVID-19</u> There is a forecast loss of income of £1.8m due to the COVID-19 pandemic. It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses. <u>Key Issues</u>

The current national lockdown has again impacted upon the services ability to provide a full-service offer. This has heavily impacted upon the Library, Registration and Music Services. Within the Customer Service Centre, there has been a negative impact upon Blue Badge, Concessionary Fares too and fraud detection work has been affected too. The ongoing effect of COVID-19 is being closely monitored on a monthly basis.

Finance **Budget** £6.5m	<u>Change from previous report</u> There is no change to that reported in the previous financial report.
Variation £0.0m (0.0%) breakeven **RAG rating** GREEN **Outcomes Achieved** Yes	<u>Financial Impact of COVID-19</u> Included in the breakeven position is expenditure relating to the costs of PPE purchased in response to the COVID-19 pandemic. This central stock was for use across the Council to ensure all that all front-line workers met COVID-19 regulations. <u>Key Issues</u> No issues.
Grant Funding **RAG rating** - Green **Expected Use of Grants** 100%	<u>COVID-19 Specific Grant Funding and Expenditure</u> **Food and Essential Supplies (Covid-19) Grant** A national £63m emergency scheme to support people who are struggling to afford food and other essentials due to COVID-19 was announced by government in June 2020. Details on the local allocation of £0.5m along with guidance on the purpose and use of the fund was published in July 2020. Guidance set out that government anticipated the funds would be utilised within 12 weeks. The funding allocations have been made to upper tier authorities, but councils are expected to collaborate with partners to make most effective use of the funding in the interest of residents. The Joint District Community Hub Working Group coordinates the Oxfordshire system's community engagement and support activity in relation to COVID-19 and this group was consulted to agree the approach to allocating the funding. The majority of the funding was passed to the City and District Councils based on a formula that replicated the national allocation. Three County wide schemes also received funding. **COVID Winter Grant Scheme**

On 8 November 2020 the Department for Work and Pensions (DWP) announced £170m COVID Winter Grant scheme to support children, families and the most vulnerable over the winter months. The Council's allocation is £1.3m and the funding should be used over the period of early December 2020 to 31 March 2021. The Council has worked with partners to agree the best route to distributing the funding to those who need it. To date, 75% of the funding has been received with the final payment of 25% due in April 2021 subject to submission of data to DWP to evidence use of the funding.

Funding to support Clinically Extremely Vulnerable
On 2 November 2020 the DHSC notified the Council that it will receive £0.3m to support people on the Government's clinically extremely vulnerable list during the 4-week period of National restrictions. This is based on £14.60 per person on the shielding list. The Council will work with partners to utilise the funding effectively.

Commercial Development, Assets & Investment

An underspend of **£2.4m** (4.8%) is forecast when compared to the budget of £50.0m.

Property & Community Facilities Management	Change from previous report
Budget £17.4m	The forecast underspend is £2.6m.
	The main forecast underspends within PIFM include;
Variation -£2.6m (15.2%) underspend	£1.0m underspend due to delayed restructure, funds held as anticipated transformation costs relating to a joint working service delivery model with CDC.
RAG rating Red	Estates (£0.7m) underspend due to savings from (landlord & tenant) successful rent negotiations as well as other savings from reduced utilities offset by vacant buildings costs.
Outcomes Achieved Yes	Strategy (£0.3m) - In year underspend due to restriction in developing and implementing best value solutions to release assets due to uncertainties regarding our future needs in light of the material changes to delivery of services arising from Covid-19.
	Facilities Management (£0.4m) underspend due to reduced travel & supplies costs as a direct result of closed buildings.
	Financial Impact of COVID-19

There is an underlying loss of income of £0.9m forecast due to the COVID-19 pandemic. This includes the loss of income on parent purchased meals across the Summer term and into the Autumn. It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme.

Key Issues
None to be reported.

Law & Governance and Procurement **Budget** £8.1m **Variation** £0.2m (2.5%) overspend **RAG rating** **Red** **Outcomes Achieved** Yes	Change from previous report There is no change to that reported in the previous financial report. Key Issues Several legal cases requiring Counsel advice are at risk of overspending by year end. The Provision Cycle transformation is cross-directorate and the implementation of Hub and spokes will be subject to timing differences. Due to the delays with recruitment interim staff have had to be retained to ensure service delivery resulting in an in-year pressure.
Community Safety **Budget** £24.0m **Variation** £0.0m (0.1%) overspend **RAG rating** **GREEN** **Outcomes Achieved** Yes	Change from previous report There is a £0.1m decrease in underspend reported on the previous financial position. This is primarily attributed to pressures in reduction of income for rent and utility costs in Community Safety. Financial Impact of COVID-19 Funded costs currently include equipment costs and secondments to Ambulance services. Costs of Firefighter cover remain under review, as a recent spike, if it continues could further increase the overall predicted service COVID-19 related costs. Key Issues None to be reported

Corporate Measures

General Balances **RAG rating** Green	As set out in the table on Annex C-4 the current forecast for general balances at 31 March 2021 is £33.1m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £4.0m and the Strategic Measures underspend of £0.4m are returned to balances.
Reserves **RAG rating** Green	On the 31 March 2020 Earmarked Reserves totalled £102.9m. As set out in Annex 3 reserves are forecast to be £88.9m an increase of £4.0m since last month. The reserves forecast includes the £4.3m underspend for Adult Services which will be carried forward to meet pressures in future years. This position is after a transfer of £6.0m to a new Council Tax Collection Fund Reserve, agreed by Council in September 2020, to meet the expected shortfall on the Council Tax Collection Fund in future years as a result of an increase in eligibility for the Council Tax Reduction Scheme. The position also includes a £21.6m deficit on the High Needs DSG grant reserve which reflects the forecast overspend of £10.8m during 2020/21. This is forecast to be carried forward to future years via earmarked reserves in accordance with recent clarification and guidance from DfE.
Grants **RAG rating** Green	As set out in Annex C-5a government grants totalling £418.9m will be received by the Council during 2020/21. This has increased by £2.9m from the last report this mainly relates fourth tranche of Contain Outbreak Management Fund Surge Funding Grant of £2.8m, additional funding for supporting the clinically extremely vulnerable £0.4m, £0.5m extension to Winter Support Scheme offset by a decrease of £0.9m of the Coronavirus Catch Up fund which will now be received in the next financial year. The balance reflects small changes to grants passported to schools. The grant funding that is being managed within the directorates and the associated spend against the funding is set out in the paragraphs above. A summary of this funding and how it has been allocated is set out in Annex C-5b. Contain Outbreak Management Fund Surge Funding Grant As previously reported, the Department of Health and Social Care notified the Council that the allocation of the Contain Outbreak Management Fund was £5.5m based on the England entering National restrictions on 5 November 2020. On 6 January 2021 the Council was notified that an additional allocation of £1.6m relating to the extended lockdown into December 2020, bringing the total grant allocation to £7.1m. 50% of this grant, totalling £3.7m, will be passported to the City and District Councils. The remainder will be held by the Council and will either be spent on Council led activities or passported to the Voluntary and Community sector. On 5 February 2021 the Council received a third allocation of £2.8m and on 2 March 2021 a fourth tranche of £2.8m was also received bringing the total grant to £12.6m. Allocations of the third and fourth tranche will be made on a needs basis with partners setting out how they plan to use the funding ahead of allocations being agreed.

Medium Term Financial Plan Savings	The 2020/21 budget agreed by Council in February 2020, included planned savings of £21.7m of which £16.4m relates to Corporate saving plans and £5.3m relates to Directorate saving plans. Overall, 84.6% of these savings have been delivered or are forecast to be delivered by year end compared to the target of 95% set out in the budget agreed by Council in February 2020.
RAG rating Red	£16.4m, 100%, of Corporate Savings Plans have been or are forecast to be delivered by year end.

Directorate Saving Plans

Legend: Green & Delivered, Amber, Red

£16.4m, 100%, of Corporate Savings Plans have been or are forecast to be delivered by year end.

% of savings expected to be achieved 84.6%

£2.0m, 38%, of Directorate savings plans have been or are forecast to be delivered by year end.

£1.7m, 32%, are assessed as amber and are at risk of not being delivered in full year.

A further £1.6m, 30% are assessed as red and are not expected to be delivered in year. The majority of these savings relate to income generation which has been affected by the COVID-19 pandemic.

The budget pressures arising from the non-delivery of savings form part of the Directorate positions reported above.

£4.0m service redesign savings due to be achieved in 2020/21 were temporarily funded as part of the Revised Budget agreed by Council on 8 September 2020. Permanent savings proposals were agreed as part of the 2021/22 Budget and Business Planning process.

The Revised Budget included additional one off savings proposals in 2020/21 of £14.9m. A significant proportion of the savings have already been delivered as a result of reduced activity up to 31 July 2020 as the Council put in place measures to comply with the Coronavirus Act, Health Protection Regulations and government guidance to manage the impact of the COVID-19 pandemic. It is expected that 100% of the in year savings will be achieved by year end.

Strategic Measures **RAG rating** Green	The table in Annex C - 4 sets out average in-house cash balances and average rates of return for February 2021. The current forecast outturn position for in house interest receivable is £3.2m, which is £0.7m above budget. This was achieved by increasing the long term lending limit and arranging longer term loans which attract a higher rate of interest. External Fund dividends are paid quarterly. The forecast outturn position for

external fund returns is **£3.5m**. This is £0.3m above budget.

The value of external funds increased by £1.14m in February 2021 to a value of £99.13m as at 28.02.2021.
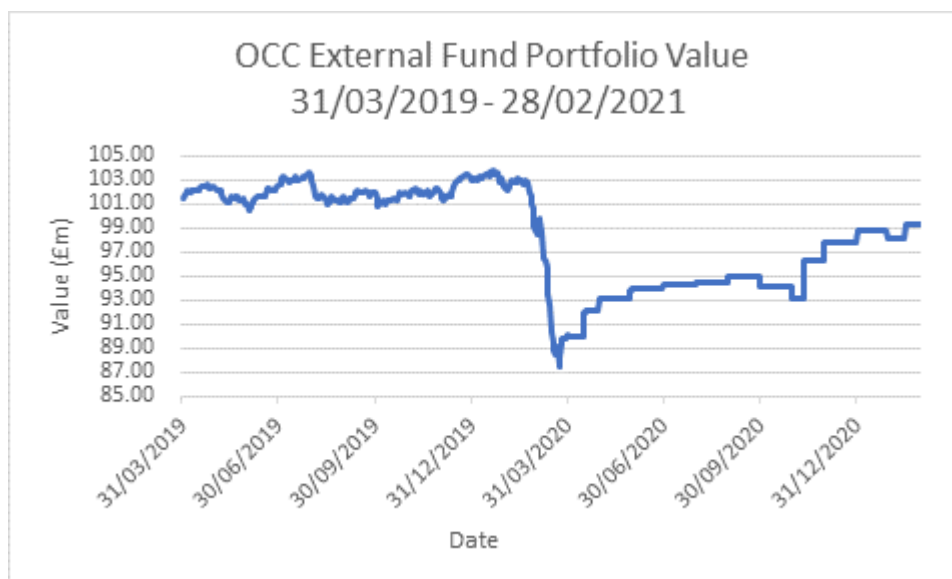
Interest Payable is forecast to be in line with the budgeted figure of **£15.0m**.

The Revised Budget for 2020/21 agreed by Council on 8 September 2020 set out that the financial impact of COVID-19 in 2020/21 was anticipated to be £51.3m. The revised budget included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July 2020 plus the creation of a COVID-19 budget for costs beyond the end of July 2020. On 15 December 2020 Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. A third virement from the COVID-19 budget of £2.8m was approved by Cabinet on 16 March 2021 for the actuals for the period November 2020 to January 2021 and an estimate for February-March 2021. This takes the total additional general funding allocated to Directorates for exceptional expenditure to £18.5m. After taking into account other pressures including income losses, pressures on Dedicated Schools Grant (DSG) funded services and the reserve for Collection Fund Losses, the total anticipated cost of COVID-19 for 2020/21 is £42.2m.

The financial impact of COVID-19 will not end on 31 March 2021 and additional costs are expected in 2021/22 and across the medium term. It has previously been noted that the profile and timing of some of the COVID-19 costs and income losses may mean that some costs fall into a different financial year. It is now expected that £10.0m originally forecast for 2020/21 will fall into 2021/22. It is expected that there will be a balance of around £14.0m on the COVID-19 budget at year end after the receipt of the second and third claims to the Sales, Fees and Charges Income Guarantee Scheme. This budget, which was created from the in-year savings of £14.9m and

	unringfenced funding received to date of £36.4m, will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond. Furthermore, any year end over or underspends relating to transfers from the COVID-19 budget will be transferred to/from the COVID-19 reserve at year end.
Debt and Loan Write Offs & Impairments **Corporate Debtors** **RAG rating** Amber	<u>Financial Impact of COVID-19.</u> Customer debt attributed to COVID-19 remains at £0.02m and relates to property charges; discussions in relation to relief applications are continuing As with last month the average collection rate is 92%, 5% below target. In this period this is due to a batch of unpaid music service and school service buy back invoices. Work is underway to review and improve local procedures. Debt requiring impairment (DRI) saw a minor increase during February up to £0.574m from £0.565m, £0.274m above target. 26% of DRI is linked to a contractual dispute in relation to recycling waste. 25% of the balance will reduce when three write offs reported to Cabinet are processed. It is forecast that we will finish the year above target but under the current impairment balance. Performance Indicators for this area are set out in Annex C-4.
Debt and Loan Write Offs & Impairments **– Adult Contribution to Care Charges** **RAG rating** Amber	The invoice collection rate continues to hold at 91%, just below the 92% target. Unsecure debt over one year saw a slight decrease this month, however, remains well above the current target. Debt requiring impairment (DRI) has reduced this month by £0.110m. This leaves the DRI above current impairment levels, however, £0.05m less than forecast last month; this pressure is recognised in the Adult Better Care Fund pool budget. Bad debt levels continue to track last year's monthly performance and we expect to see a further reduction in March bringing down the DRI close to the carried forward balance of £2.8m. <u>Impact of COVID-19.</u> As stated last month we are not assured that the final DRI figure will be below the current level held, this is due to continued COVID delays on operations and state systems i.e. Court of Protection, Probate Office, house sales and HMCTS. £1.0m of bad debt is directly linked to Probate cases, property sales and cases pending appointments of Deputies, up from £0.8m last month. Internal operational challenges continue to effect debt collection: impact of remote working; additional case work linked to deaths; case backlog from held action at start of the year. This may take many months to stabilise and likely the impact felt well into the next financial year.

Performance Indicators for this area are set out in Annex C-4.

Business Management & Monitoring Report
Position to the end of February 2021
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light Red > 1% Green on track
	£000	£000	£000	%	£000	£000	
Children's Services	133,226	131,726	-1,500	-1.1%	0	-1,500	R
Adults Services	197,523	197,523	0	0.0%	0	0	G
Public Health	460	460	0	0.0%	0	0	G
Environment and Place	62,618	63,168	550	0.9%	1,000	-50	G
Customers, Organisational Development and Resources	35,232	34,622	-610	-1.7%	-500	-110	R
Commerical Development, Assets and Investments	50,034	47,618	-2,416	-4.8%	-2,394	-31	R
Directorate Total Net	**479,093**	**475,117**	**-3,976**	**-0.8%**	**-1,894**	**-1,691**	G

Business Management & Monitoring Report
Position to the end of February 2021
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light Red > 1% Green on track
	£000	£000	£000	%	£000	£000	
Contributions to (+)/from (-)reserves	-3,773	-3,773	0	0.0%		0	
Contribution to (+)/from(-) balances	4,591	8,967	4,376	95.3%	2,194	2182	
Public Health Saving Recharge	-1,571	-1,571	0	0.0%		0	
Transformation Savings	0	0	0	0.0%		0	
Contingency	394	394	0	0.0%		0	
COVID-19 Budget	29,731	29,731	0	0.0%		0	
Insurance	2,942	2,942	0	0.0%		0	
Capital Financing	24,077	24,077	0	0.0%		0	
Interest on Balances	-10,449	-10,849	-400	-3.8%	-300	-100	
Strategic Measures Budget	45,942	49,918	3,976	8.7%	1,894	2,082	
Unringfenced Government Grants	-49,330	-49,330	0	0.0%		0	
Council Tax Surpluses	-8,589	-8,589	0	0.0%		0	
Business Rates Top-Up	-40,546	-40,546	0	0.0%		0	
Business Rates From District Councils	-35,125	-35,125	0	0.0%		0	
Council Tax Requirement	391,445	391,445	0	0.0%	0	391	

Business Management & Monitoring Report
Position to the end of February 2021
Budget Monitoring - Children's Services

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light Red > 1% Green on track	
		£000	£000	£000	%	£000	£000		
CEF1	Education & Learning	30,380	28,880	-1,500	-4.9%	0	-1,500		R
CEF2	Children's Social Care	30,731	30,731	0	0.0%	0	0		G
CEF3	Children's Social Care Countywide	66,441	66,441	0	0.0%	0	0		G
CEF4	Schools	624	624	0	0.0%	0	0		G
CEF5	Children's Services Central Costs	5,050	5,050	0	0.0%	0	0		G
	Directorate Total	**133,226**	**131,726**	**-1,500**	**-1.1%**	**0**	**-1,500**		**R**

Business Management & Monitoring Report
Position to the end of February 2021
Budget Monitoring - Adult Services

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light Red > 1% Green on track
		£000	£000	£000	%	£000	£000	
SCS1-1A	Better CarePool	80,767	80,667	-100	-0.1%	-400	300	G
SCS1-1B	Adults with Care and Support Needs Pool	98,859	98,759	-100	-0.1%	100	-200	G
SCS1-2 to SCS1-9	Other Adult Social Care	11,013	10,813	-200	-1.8%	-100	-100	R
	Subtotal Adult Social Care	190,639	190,239	-400	-0.2%	-400	0	G
SCS2	Commissioning	6,884	7,284	400	5.8%	400	0	R
	Directorate Total	**197,523**	**197,523**	**0**	**0.0%**	**0**	**0**	R

Business Management & Monitoring Report
Position to the end of February 2021
Budget Monitoring - Public Health

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light Red > 1% Green on track	
		£000	£000	£000	%	£000	£000		
PH1& 2	Public Health Functions	31,067	29,967	-1,100	-3.5%	0	100		R
PH3	Public Health Recharges	633	633	0	0.0%	0	0		G
PH4	Grant Income	-31,240	-31,240	0	0.0%	0	0		G
	Transfer to Public Health Reserve	0	1,100	1,100	0.0%	1,200	-100		G
	Directorate Total	**460**	**460**	**0**	**0.0%**	**1,200**	**0**		

Business Management & Monitoring Report
Position to the end of February 2021
Budget Monitoring - Environment and Place

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light Red > 1% Green on track
		£000	£000	£000	%	£000	£000	
PG1	Planning & Growth Management	0	0	0	0.0%	0	0	G
PG2	Planning & Place	4,088	3,788	-300	-7.3%	-250	-50	R
PG3	Growth & Economy	93	543	450	483.9%	450	0	R
COM1	Communities Management	488	488	0	0.0%	0	0	G
COM2	Community Operations	57,949	58,349	400	0.7%	400	0	G
	Directorate Total	**62,618**	**63,168**	**550**	**0.9%**	**600**	**-50**	R

Business Management & Monitoring Report
Position to the end of February 2021
Budget Monitoring - Customers, Organisational Development and   Resources

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light Red > 1% Green on track	
		£000	£000	£000	%	£000	£000		
COD1	Corporate Services	2,056	2,056	0	0.0%	0	0		G
COD2	Human Resources & Organisational Development	2,393	2,393	0	0.0%	0	0		G
COD3	Communications, Strategy & Insight	2,491	2,070	-421	-16.9%	-300	-121		R
COD4	ICT & Digital	10,746	10,746	0	0.0%	0	0		G
COD5	Culture & Customer Experience	11,096	10,907	-189	-1.7%	-200	11		R
COD6	Finance	6,450	6,450	0	0.0%	0	0		G
	Directorate Total	**35,232**	**34,622**	**-610**	**-1.7%**	**-500**	**-110**		**R**

Business Management & Monitoring Report
Position to the end of February 2021
Budget Monitoring - Commercial Development, Assets & Investments

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light Red > 1% Green on track
		£000	£000	£000	%	£000	£000	
CDAI1	Property, Investment & Facilities Management	17,383	14,747	-2,636	-15.2%	-2,491	-145	R
CDAI2	Law & Governance	8,142	8,342	200	2.5%	200	0	R
CDAI3	Community Safety	23,999	24,019	20	0.1%	-94	114	G
CDAI4	CDAI Management Costs	510	510	0	0.0%	0	0	G
	Directorate Total	**50,034**	**47,618**	**-2,416**	**-4.8%**	**-2,385**	**-31**	R

Business Management & Monitoring Report: Children's Services
Position to the end of February 2021
Revenue Budget Monitoring

		Original Budget	Movement to Date	Latest Estimate
		BUDGET 2020/21		
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	92,408	-1,109	91,299
	Gross Income	-61,899	980	-60,919
		30,509	-129	30,380
CEF2	Children's Social Care			
	Gross Expenditure	36,328	-3,310	33,018
	Gross Income	-3,260	973	-2,287
		33,068	-2,337	30,731
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	65,463	6,287	71,750
	Gross Income	-4,245	-1,064	-5,309
		61,218	5,223	66,441
CEF4	Schools			
	Gross Expenditure	190,476	6,039	196,515
	Gross Income	-190,260	-5,631	-195,891
		216	408	624
CEF5	Children's Services Central Costs			
	Gross Expenditure	6,182	-337	5,845
	Gross Income	-519	-276	-795
		5,663	-613	5,050
	Expenditure Total	390,857	7,570	398,427
	Income Total	-260,183	-5,018	-265,201
	Total Children's Services Net Budget	**130,674**	**2,552**	**133,226**

MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)

		Original Budget	Movement to Date	Latest Estimate
	Schools DSG	121,258	-4,193	117,065
	High Needs DSG	52,798	5,141	57,939
	Early Years DSG	37,375	1,378	38,753
	Central DSG	4,118	8	4,126
	Total Gross	**215,549**	**2,334**	**217,883**

Business Management & Monitoring Report: Adult Services
Position to the end of February 2021
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
SCS1	**Adult Social Care**			
SCS1-1A	Better Care Fund Pool Contribution			
	Gross Expenditure.	79,720	1,047	80,767
	Gross Income.	0	0	0
		79,720	1,047	80,767
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	95,358	3,501	98,859
	Gross Income.	-2	2	0
		95,356	3,503	98,859
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	32,914	16,434	49,348
	Gross Income	-19,582	-18,753	-38,335
		13,332	-2,319	11,013
	Total Adult Social Care	**188,408**	**2,231**	**190,639**
SCS2	**Commissioning**			
	Gross Expenditure	6,700	1,495	8,195
	Gross Income	-1,061	-250	-1,311
	Total Commissioning	**5,639**	**1,245**	**6,884**
	Expenditure Total	214,692	22,477	237,169
	Income Total	-20,645	-19,001	-39,646
	Total Adult Services Net Budget	**194,047**	**3,476**	**197,523**

Business Management & Monitoring Report: Public Health
Position to the end of February 2021
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
PH 1 & 2	Public Health Functions			
	Gross Expenditure	29,317	2,056	31,373
	Gross Income	-228	-78	-306
		29,089	1,978	31,067
PH3	Public Health Recharges			
	Gross Expenditure	633	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	0	3,909	3,909
	Gross Income	-29,722	-5,427	-35,149
		-29,722	-1,518	-31,240
	Expenditure Total	29,950	5,965	35,915
	Income Total	-29,950	-5,505	-35,455
	Total Public Health Net Budget	**0**	**460**	**460**

Business Management & Monitoring Report: Environment and Place
Position to the end of February 2021
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget £000	Movement to Date £000	Latest Estimate £000
PG1	Planning & Growth Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	**0**	**0**
PG2	Planning & Place			
	Gross Expenditure	11,412	-1,718	9,694
	Gross Income	-6,198	592	-5,606
		5,214	-1,126	4,088
PG3	Growth & Economy			
	Gross Expenditure	625	5	630
	Gross Income	-537	0	-537
		88	5	93
COM1	Communities Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
COM2	Community Operations			
	Gross Expenditure	100,345	2,558	102,903
	Gross Income	-41,386	-3,568	-44,954
		58,959	**-1,010**	**57,949**
	Expenditure Total	**112,382**	**1,333**	**113,715**
	Income Total	**-48,121**	**-2,976**	**-51,097**
	Total Environment and Place Net Budget	**64,261**	**-1,643**	**62,618**

Business Management & Monitoring Report: Customers, Organisational Development & Resources
Position to the end of February 2021
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CODR1	Corporate Services			
	Gross Expenditure	1,751	305	2,056
	Gross Income	0	0	0
		1,751	305	2,056
CODR2	Human Resources & Organisational Development			
	Gross Expenditure	3,621	-58	3,563
	Gross Income	-1,179	9	-1,170
		2,442	-49	2,393
CODR3	Communications, Strategy & Insight			
	Gross Expenditure	4,127	3,943	8,070
	Gross Income	-1,108	-4,471	-5,579
		3,019	-528	2,491
CODR4	ICT & Digital			
	Gross Expenditure	11,531	3,762	15,293
	Gross Income	-317	-4,230	-4,547
		11,214	-468	10,746
CODR5	Culture & Customer Experience			
	Gross Expenditure	16,570	2,242	18,812
	Gross Income	-8,408	692	-7,716
		8,162	2,934	11,096
CODR6	Finance			
	Gross Expenditure	9,820	-695	9,125
	Gross Income	-2,485	-190	-2,675
		7,335	-885	6,450
	Expenditure Total	47,420	9,499	56,919
	Income Total	-13,497	-8,190	-21,687
	Total Customers & Organisational Development and Resources Net Budget	**33,923**	**1,309**	**35,232**

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of February 2021
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	**Movement to Date**	**Latest Estimate**
		£000	**£000**	**£000**
CDAI1	Property, Investment & Facilities Management			
	Gross Expenditure	30,532	-5,192	25,340
	Gross Income	-11,058	3,101	-7,957
	Total Property, Investment & Facilities Management	19,474	-2,091	17,383
CDAI2	Law & Governance			
	Gross Expenditure	6,637	2,724	9,361
	Gross Income	-797	-422	-1,219
	Total Law & Governance	5,840	2,302	8,142
CDAI3	Community Safety			
	Gross Expenditure	27,865	-1,039	26,826
	Gross Income	-3,120	293	-2,827
	Total Community Safety	24,745	-746	23,999
CDAI4	Management Costs			
	Gross Expenditure	0	510	510
	Gross Income	0	0	0
	Total Mangement Costs	0	510	510
	Expenditure Total	65,034	-2,997	62,037
	Income Total	-14,975	2,972	-12,003
	Total Commerical Development, Assets & Investment Net Budget	**50,059**	**-25**	**50,034**

Business Management Report
Position to the end of February 2021

CABINET IS RECOMMENDED TO NOTE 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
CS	Apr	Feb	Support investments	CEF3-1	Corporate Parenting	T	221	0
				CEF5-1	Management, Admin & Central Support Service Recharges	T	-221	0
PH	Apr	Feb	PH T& T Grant , Community Testing Grant	PH4	Grant Income	T	3,422	-3,422
AS	Apr	Feb	Workforce Capacity Fund	SCS1-6	Other Funding	T	1,146	-1,146
			Increase in LD DP rates and OSJ fees	ACSNPOOL	Adults with Care and Support Needs Pool	T	140	-140
				BCFPOOL	Better Care Fund Pool	T	160	-160
				SCS1-1A	Better Care Fund Pool Contribution	T	160	0
				SCS1-1B	Adults with Care and Support Needs Pool Contribution	T	140	0
				SCS1-6	Other Funding	T	-300	0
Grand Total							4,868	-4,868

Business Management & Monitoring Report - February 2021
Cabinet - 20 April 2021
Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021	Change in closing balance to last forecast	Commentary
	Balance at 1 April 2020	Movement	Balance at 31 March 2021			
	£000	£000	£000	£000	£000	
Schools' Reserves	14,565	13	14,578	14,578	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	2,871	-871	2,000	2,000	0	This reserve is to fund future replacements of vehicles and equipment.
*Grants and Contributions Reserve	21,415	-29,839	-8,424	-9,421	997	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	806	-605	201	201	0	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	542	-240	302	302	0	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	531	218	749	749	0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.

Business Management & Monitoring Report - February 2021
Cabinet - 20 April 2021
Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021	Change in closing balance to last forecast	Commentary
	Balance at 1 April 2020	Movement	Balance at 31 March 2021			
	£000	£000	£000	£000	£000	
Partnership Reserves	3,003	0	3,003	3,003	0	To be spent on OxLEP related project expenditure and the Growth Deal
On Street Car Parking	2,010	0	2,010	2,010	0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	3,134	-934	2,200	2,200	0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Demographic Risk Reserve	3,000	3,000	6,000	6,000	0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	1,000	-275	725	725	0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Budget Prioritisation Reserve	3,444	4,841	8,285	5,285	3,000	This reserve is being used to support the implementation of the Council's proirities and the Medium Term Financial Plan.
Insurance Reserve	11,392	-1,000	10,392	10,392	0	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	1,049	0	1,049	1,049	0	This reserve is to smooth the volatility of Business Rates income.

Business Management & Monitoring Report - February 2021
Cabinet - 20 April 2021
Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021	Change in closing balance to last forecast	Commentary
	Balance at 1 April 2020	Movement	Balance at 31 March 2021			
	£000	£000	£000	£000	£000	
Capital Reserves	33,554	1,685	35,239	35,239	0	This reserve has been established for the purpose of financing capital expenditure in future years.
Budget Equalisation Reserve	0	0	0	0	0	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
Investment Pump Priming Reserve	0	2,000	2,000	2,000	0	
Council Tax Collection Fund Reserve	0	6,000	6,000	6,000	0	
Redundancy Reserve	548	2,000	2,548	2,548	0	
Total Reserves	**102,864**	**-14,007**	**88,857**	**84,860**	**3,997**	
*Includes DSG High Needs Deficit Reserve	-11,221	-10,414	-21,635			

General Balances

	£m	£m
General Balances at 31 March 2020		24.1
Planned contribution as per MTFP in 2020/21		4.6
General Balances at 1 April 2020		**28.7**
Directorate and Strategic Measures Underspend		4.4
Projected Level of General Balances at 31 March 2021		**33.1**
Risked Assessed Level of General Balances 2020/21		23.4

Strategic Measures

Month	Average cash balance	Average rate of return
February 2021	£411.46m	0.71%

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.71%	>=0.85%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.20%	>=3.75%

Debt and Loan Write Offs & Impairments - Corpotate Debtors

Corporate Debtors

Performance Indicator	Target	December	January	February
Invoice collection rate	97.50%	92.60%	92.33%	92.22%
Avg. days outstanding	35	27	29	30
Debt requiring impairment	<£0.30m	£0.41m	£0.56m	£0.57m
Unsecure debt over 1 year	<£0.50m	£0.52m	£0.54m	£0.55m
Write offs as % of income YTD	<0.10%	0.002%	0.003%	0.003%

Adult Contribution to Care Charges

Performance Indicator	Target	December	January	February
Invoice collection rate	92.00%	90.54%	90.24%	90.17%
Avg. days outstanding	100	109	106	104
Debt requiring impairment	<£2.00m	£3.09m	£3.08m	£2.97m
Unsecure debt over 1 year	<£1.60m	£4.07m	£4.41m	£4.33m
Write offs as % of income YTD	<1.0%	0.344%	0.320%	0.397%

Business Management & Monitoring Report - February 2021
Cabinet - 20 April 2021
Government Grants 2020/21

Ringfenced		Issued By	Esimate 2020/21	In year Adjustments / New Allocations reported previously	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Children's Services					
	Dedicated School Grants					
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	117,406	-341	0	117,065
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,126	0	0	4,126
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	38,639	113	0	38,752
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	60,373	-2,434	0	57,939
	Subtotal DSG Grants		**220,544**	**-2,662**	**0**	**217,882**
	School Grants					
R	Pupil Premium	DfE	5,255	1,616	147	7,018
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	224	0	16	240
R	PE and Sport Grant	DfE	2,350	0	-47	2,303
R	Universal Infant Free School Meals	DfE	4,020	-47	0	3,973
R	Teacher's Pay Grant	DfE	1,430	235	0	1,665
R	Teacher's Pension Grant	DfE	2,771	2,764	0	5,535
R	Coronavirus Catch Up Premium	DfE	0	2,295	-924	1,371
R	Coronavirus (Covid-19) Schools Fund	DfE	0	305	108	413
	Subtotal School Grants		**16,050**	**7,168**	**-700**	**22,518**
	Other Children's Services Grants					
R	Youth Justice Board	YJB	548	7	0	555
R	Asylum (USAC and Post 18)	HO	1,844	0	0	1,844
R	Role of the Virtual School Head	DfE	0	66	0	66
R	Extended Personal Adviser Duty Grant	DfE	77	0	0	77
R	Staying Put Implementation Grant	DfE	225	46	0	271
R	Remand Framework	YJB	25	52	0	77
	Subtotal Other Children's Services Grants		**2,719**	**171**	**0**	**2,890**
	TOTAL CHILDREN'S SERVICES		**239,313**	**4,677**	**-700**	**243,290**

Business Management & Monitoring Report - February 2021
Cabinet - 20 April 2021
Government Grants 2020/21

Ringfenced		Issued By	Esimate 2020/21 £000	In year Adjustments / New Allocations reported previously £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Adult Services					
R	Improved Better Care Fund	DHSC	8,099	0	0	8,099
R	Winter Pressures	MHCLG	2,292	0	0	2,292
R	Infection Control Grant 1	DHSC		7314	0	7,314
R	Infection Control Grant 2	DHSC		6314	0	6,314
R	Lateral Flow Testing	DHSC		1840	0	1,840
R	Staffing Capacity Grant	DHSC		1146	0	1,146
	TOTAL ADULT SERVICES		**10,391**	**16,614**	**0**	**27,005**
	Public Health					
R	Public Health Grant	DHSC	31,329	-89	0	**31,240**
R	HIV PREP Grant	DHSC		122	0	**122**
R	Wayfinding Grant	SE		130	0	**130**
R	Track and Trace	MHCLG		2858	0	**2,858**
	TOTAL PUBLIC HEALTH		**31,329**	**3,021**	**0**	**34,350**
	Environment & Place					
R	Bus Service Operators Grant	DfT	0	795	0	795
R	Additional Dedicated H2S & College Transport Grant			818	0	818
R	Natural England	DEFRA	227	0	0	227
	TOTAL ENVIRONMENT & PLACE		**227**	**1,613**	**0**	**1,840**

Business Management & Monitoring Report - February 2021
Cabinet - 20 April 2021
Government Grants 2020/21

Ringfenced		Issued By	Esimate 2020/21	In year Adjustments / New Allocations reported previously	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Customers, Organisational Development & Resources					
R	Music Service	AC	837	0	0	837
R	Library projects - Building Bridges	AC		15	0	15
R	Food and essential supplies (COVID) grant	DEFRA		507	0	507
R	Winter Support Grant	DWP		1,368		1,368
R	Winter Support Grant Extension	DWP			476	476
R	MaaS:CAV	Innovate UK	0	638	0	638
R	V2 Go Project	Innovate UK	0	132	0	132
R	OmniCAV	Innovate UK	0	235	0	235
R	Park & Charge	Innovate UK	0	580	0	580
R	Virgin Park & Charge	Innovate UK	0	26	0	26
R	Data Driven Safety Tool	Innovate UK	0	151	0	151
R	Quantum Gravitometer	Innovate UK	0	84	0	84
R	Resilient CAV	Innovate UK	0	25	0	25
R	Heart Park Project	DFT	0	90	0	90
R	GTC DfT Congestion Tool	DFT	0	59	0	59
R	CAVL4R	DFT	0	11	0	11
	TOTAL CUSTOMERS, ORGANISATIONAL DEVELOPMENT & RESOURCES		837	3,921	476	5,234

Business Management & Monitoring Report - February 2021
Cabinet - 20 April 2021
Government Grants 2020/21

Ringfenced		Issued By	Esimate 2020/21	In year Adjustments / New Allocations reported previously	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Commercial Development , Aseets & Investment					
R	Fire Fighter's Pension Fund Grant	MHCLG	1,361	0	0	1,361
R	Fire Fighter's New Dimensons Grant	MHCLG	40	-1	0	39
R	Building Risk Review Grant	HO		60	0	60
R	Protection Uplift Grant	HO		272	0	272
	TOTAL COMMERCIAL DEVELOPMENT, ASSETS & INVESTMENT		**1,401**	**331**	**0**	**1,732**
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45			**45**
U	Extended Rights to Free Travel	DfE	278	177		**455**
U	Fire Revenue Grant	MHCLG	213			**213**
U	Troubled Families - Service Transformation Grant	MHCLG	500			**500**
U	Troubled Families Attachement Fees - Phase 2	MHCLG	143			**143**
U	Troubled Families Payment by Result	MHCLG		73		**73**
U	New Homes Bonus	MHCLG	4,137			**4,137**
U	Local Reform & Community Voices Grant	DfE	515	103		**618**
U	Independent Living Fund	DfE	3,454			**3,454**
U	School Improvement and Brokering Grant	DfE	570	-13		**557**
U	Section 31 Grant for Business Rate Compensation	MHCLG	5,144			**5,144**
U	Social Care Support Grant	MHCLG	12,031			**12,031**
U	COVID-19	MHCLG		20387		**20,387**
U	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE		22		**22**
U	Wellbeing for Education Return Grant	DfE		112		**112**
R	Contain Oubreak Management Fund Surge Funding Grant	DHSC		9,881	2,767	**12,648**
R	Support for Clinically Extremely Vulnerable	DHSC		305	410	**715**
R	Sales, Fees and Charges Compensation	MCLG		1,379		**1,379**
U	Rough Sleeping Drug and Alcohol Treatment Grant Scheme	DHSC		585		**585**
U	Business Rates Top-Up	MHCLG	40,546			**40,546**
	Subtotal Strategic Measures		**67,576**	**33,011**	**3,177**	**103,764**

Business Management & Monitoring Report - February 2021
Cabinet - 20 April 2021
Government Grants 2020/21

Ringfenced		Issued By	Esimate 2020/21	In year Adjustments / New Allocations reported previously	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Grants held on behalf of Local Enterprise Partnership					
R	Oxford Innovation Business Support	BEIS	205			205
R	European Regional Development Fund		900			900
R	EU Transition - Growth Hub Funding	BEIS		54		54
R	DCLG (Local Enterprise Partnership Funding)	MHCLG	500			500
	Subtotal Grants held on behalf of Local Enterprise Partnership		**1,605**	**54.0**	**0**	**1,659**
	TOTAL STRATEGIC MEASURES		**69,181**	**33,065**	**3,177**	**105,423**
	Total All Grants		**352,679**	**63,242**	**2,953**	**418,874**

Ringfenced
R
U

Issued by
DfE
YJB
HO
DHSC
MHCLG

DfT   Department for Transport
BEIS   Department for Business, Energy & Industrial Strategy
DEFRA   Department for Environment, Food and Rural Affairs
AC   Arts Council
SE   Sports England

COVID-19 Grant Detail
Cabinet 20 April 2021

Government Department	Directorate	Grant Name	Total Grant Funding	Allocation to General Fund	Allocation to be determined	Allocation to schools	Allocation to Providers and Voluntary Sector	Allocation to District and City Councils
			£'000	£'000	£'000	£'000	£'000	£'000
Ringfenced Funding								
DHSC	Adult Services	Infection Control Grant 1	7,314				7,314	
DHSC	Adult Services	Infection Control Grant 2	6,314				6,314	
DHSC	Adult Services	Lateral Flow Testing	1,840		368		1,472	
DHSC	Adult Services	Staffing Capacity	1,146	50			1,096	
DEFRA	Customers and Organisational Development	Food and Essential Supplies	507				53	454
DHSC	Public Health	Test and Trace Service Support Grant	2,858		1,358			1,500
DfE	Communities	Home to School Transport	817				518	
DFT	Communities	COVID-19 Bus Services Support Grant	422				422	
DfE	Claimed directly by schools	Exceptional costs associated with coronavirus (COVID-19) Grant	305			305		
DfE	Children's Services	Covid Catch Up Fund	1,395			1,395		
DWP	Customers, Organisational Development & Resources	Winter Grant Scheme	1,368		1,368			
DWP	Customers, Organisational Development & Resources	Winter Grant Scheme Extension	476		476			
DHSC	Customers, Organisational Development & Resources	Clinically Extremely Vulnerable	715		715			
DHSC	Customers, Organisational Development & Resources	Contain Outbreak Management Fund Surge Funding Grant	12,648	3,132	5,534		425	3,557
Total Ringfenced Grants			38,125	3,18	9,81	1,70	17,614	5,511
Unringfenced Funding								
MHCLG	Strategic Measures	COVID-19 Emergency Grant						
		Tranche 1 *	14,539	14,539				
		Tranche 2	12,695	12,695				
		Tranche 3	3,791	3,791				
		Tranche 4	3,900	3,900				
MHCLG	Strategic Measures	Sales, Fees and Charges Income Guarentee Scheme (Claim 1)	1,379	1,379				
DfE	Children's Services	Wellbeing for Return to Schools	112			112		
Total Unringfenced Grants	**Total Non-Ringfenced**		36,416	36,304	0	112	0	0
Total COVID-19 Grant Funding	**Grants to OCC**		74,541					

*£0.3m was applied to expenditure in 2019/20

Contain Outbreak Management Fund

Breakdown of funding received for periond to 29 December 2020

	£000
Passported to City/District Councils	
Cherwell District Council	913
Oxford City Council	1,021
South Oxfordshire District Council	587
Vale of White Horse District Council	568
West Oxfordshire District Council	468
Total District/City Councils	**3,557**
Retained by County Council	
Adult Services	1,000
Children's Services	1,000
Homeless & Rough Sleeping	530
Public Health	602
Voluntary and Community Sector	425
Other	0
Total County Council	**3,557**
3rd Allocation - Unallocated	2,767
Total	**9,881**

Divisions Affected - All

CABINET - 20 APRIL 2021

OXFORDSHIRE'S STRATEGIC VISION FOR LONG TERM SUSTAINABLE DEVELOPMENT

Report by Corporate Director for Environment and Place

RECOMMENDATION

The Cabinet is RECOMMENDED to:

(a) **Agree the final Oxfordshire's Strategic Vision for Long Term sustainable Development (attached at Annex 1), noting that it was endorsed by the Oxfordshire Growth Board at its meeting on 22 March.**

(b) **Consider agreeing the Vision as the basis for informing future county council plans and strategy development, notably the Local Transport and Connectivity Plan (LTCP), the Oxfordshire Infrastructure Strategy (OXIS) and the future Nature Recovery Network Strategy.**

(c) **Note the implications and observations outlined in paragraphs 13 to 25 in this report.**

Executive Summary

1. As a partner of the Growth Board, the County Council has been part of the commissioning and development of a new Oxfordshire Strategic Vision for Long-Term Sustainable Development. The Growth Board published a draft Vision document for engagement in November which was considered by Cabinet on 15 December.

2. Cabinet welcomed the ambition of the Vision and endorsed the timing of a new vision with respect to the development of associated partnership strategic and plans. Cabinet welcomed the definition of *Good Growth*.

3. Since then the Growth Board has further refined the Vision through significant engagement with stakeholders (See Annex 2 for the Engagement Summary). Specifically, feedback suggested that there was an appetite for an approach that:

    - is more Oxfordshire-specific and reflects local people's opinions and priorities;
    - prioritises climate change;
    - focusses on social, economic, and environmental well-being, not solely on a narrow definition of growth.

4.   This feedback echoed the sentiments that recently led to revised Growth Board Terms of Reference (See Annex 3) and a belief that the Board could articulate Oxfordshire's common and shared ambition in a long-term Vision for our county.

5.   The Strategic Vision will establish this common and shared ambition and provide an overarching framework for future plans and strategies – but it is not intended to replace or set the specific vision for any of individual communities or partner organisations.

6.   The Strategic Vision for Oxfordshire marks a significant development for Oxfordshire as a comprehensive articulation of what future growth in Oxfordshire should look like based on enhanced social, environmental and economic wellbeing. It is hoped that this balanced statement of ambition reflecting the priorities of the county will become the cornerstone of all future plans and strategies for Oxfordshire.

7.   Officers have reviewed the final Strategic Vision and recommend that the Cabinet agree it and so thereafter it acts as the overall Vision under which county council future plans and strategies should be aligned. These would include the emerging Local Transport and Connectivity Plan, the Oxfordshire Infrastructure Strategy (OXIS) and the future Nature Recovery Network Strategy for example.

8.   We have however made some observations that could result in some very minor changes to the Vision before it is published and launched. These relate to the reference to the environmental strategy in the diagram on page 12 of the Vision. Other observations are associated to transport/connectivity and zero carbon targets and require no changes.

Background

9.   The Oxfordshire Growth Board ('the Board) was established in 2014 as a Joint Committee[1] of the six councils of Oxfordshire, together with key strategic partners. Following a recent review, the Board's aim is to help coordinate economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits. The Board's establishment was premised on strengthening partnership arrangements across Oxfordshire for pragmatic working on key strategic issues. It has successfully done this by overseeing the delivery of cross-county projects that the councils of Oxfordshire were seeking to deliver in a collaborative way – between local authorities, the Local Enterprise Partnership and wider partners and stakeholders[2].

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[1] Under s101 (5), 102 Local Government Act 1972 (LGA 1972) and s9EB Local Government Act 2000 (LGA 2000) and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

[2] As a Joint Committee, the Board may discharge executive functions if delegated to it by each constituent local authority, but each constituent authority retains the ability to exercise all executive and non-executive functions generally and specifically in relation to economic development including where applicable provision of housing, strategic spatial planning and strategic transport planning.

10. Through the Growth Board, the councils have collectively expressed their desire for plans, strategies, programmes and investment priorities for Oxfordshire to be ambition-led and outcome-focussed. Achieving these ambitions will require all those who make future decisions about investment, and those planning for and delivering place-making across Oxfordshire, to maximise impact by working together based on shared strategic priorities and by embracing innovation to develop solutions. Developing a Strategic Vision for Oxfordshire is a unique opportunity to respond to this challenge, through the Growth Board, on behalf of local councils and partners.

11. The Strategic Vision was endorsed by the Growth Board at its meeting on 22 March. The Vision is being considered for endorsement by all local authorities in Oxfordshire throughout the spring.

12. At its meeting on 15 December Cabinet:

- Welcomed the ambition and timing of the draft Vision. The document and responses during consultation would bring together a sense of the ambition and vision of all the councils in Oxfordshire;
- Commended the efforts to define good growth particularly in light of and in support of the Housing and Growth Deal.

Implications and Observations on the final Oxfordshire Strategic Vision

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13. It is noted that the timing of the endorsement of the final Strategic Vision is important. There are several reasons for this:

- For the Strategic Vision to play its role in supporting the Oxfordshire Plan 2050, agreement will need to be no later than Spring 2021- ahead of the pre-election purdah period before the May elections. This will then allow the Vision to play its appropriate role in helping shape the next stage of the Oxfordshire Plan ahead of the Regulation 18 consultation timetabled for Summer 2021;

- The Oxfordshire Plan is also supported by two other emerging strategies that need to be in place by the time the Plan heads to Examination. The Oxfordshire Infrastructure Strategy (OxIS) and the Local Transport and Connectivity Plan. Both also will need to draw upon and align with the Vision as the framework for their conclusions as they head towards consultation later this year;

- The Government has recently announced detail of its ambitions to develop a spatial framework for the Oxford-Cambridge Arc. Oxfordshire will want to be well-positioned to influence the Framework as it gathers momentum and the Vision will provide a strong basis for our contribution to this emerging work.

14. Cabinet will note that the Vision now comprises three components - these are:

- A statement of what the Vision for Oxfordshire is – these are the outcomes that Oxfordshire is seeking to achieve;
- A statement of what constitutes the 'Good Growth' that will deliver the Vision;
- A set of principles that will guide Oxfordshire in achieving 'Good Growth'.

15. Growth Board Officers have also edited the Vision to make it more readable and succinct and consequently it is some 15% shorter than the original draft.

16. The County Council has welcomed the opportunity to contribute to a new Strategic Vision for long-term sustainable development in Oxfordshire. We agree that it is important to develop shared purpose and objectives that sit outside of the formal planning regime and we think that this must be a key tool for engaging residents on the future of communities.

17. We are pleased to see the Oxfordshire Strategic Map on page 12 that demonstrates how the Vision will influence plans and strategies at a district and city, county and regional level. At an Oxfordshire-wide level they include the Joint Health & Wellbeing Strategy, the Climate Action Framework, the Infrastructure Strategy (OxIS) and the Local Transport and Connectivity Plan, while sub-nationally the spatial framework for the Oxford-Cambridge Arc and England's Economic Heartland's Transport Strategy will have important roles to play.
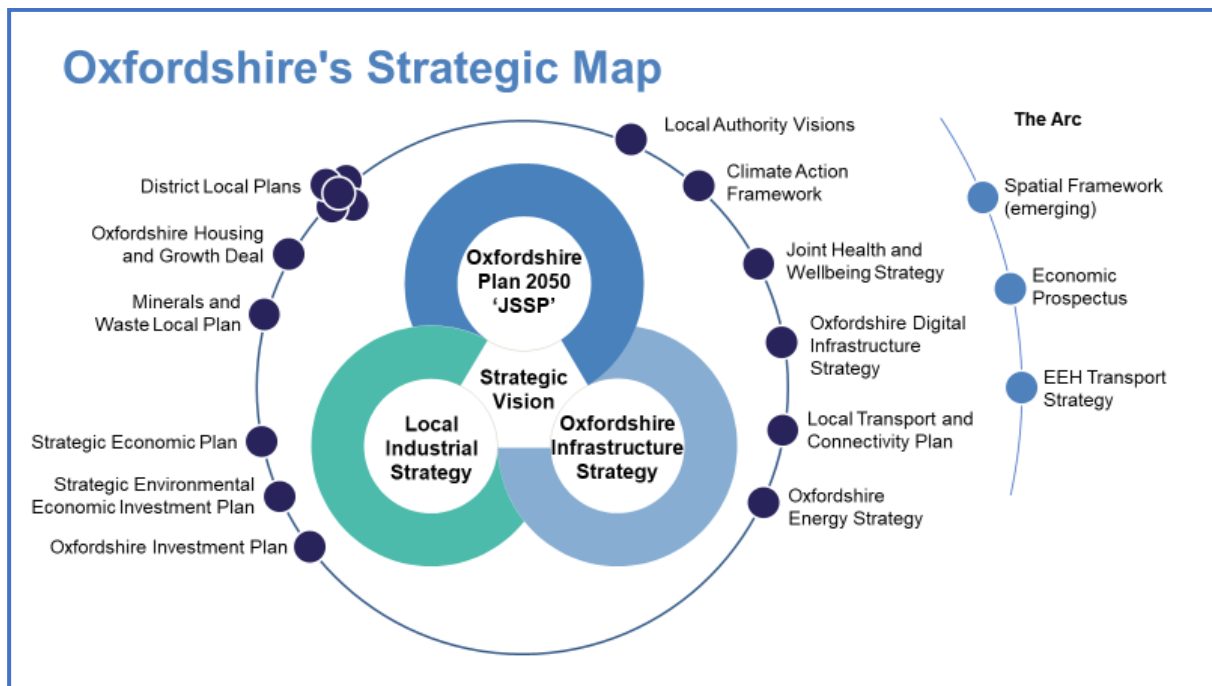
18. Although we are not seeking any major changes to the final Strategic Vision, we have the following points to make at this stage which the Growth Board should consider before final publication and launch.

Environment and natural capital

19. In the list of strategies and strategic influencers diagram (p12) there is reference to the Strategic Environmental Economic Investment Plan (SEEIP). In the relatively near future (i.e. next couple of years) we expect there will be a Nature Recovery Strategy (NRS). This will either be mandated by government or, if not, Oxfordshire will prepare one anyway. This will supersede the SEEIP which itself never really got much traction in the environmental sector. For a Strategic Vision that is forward looking it would seem appropriate to refer to the NRS even if it does not yet exist.

20. We suggest that this could be done by using "**SEEIP / Nature Recovery Strategy**" in the diagram and including reference to it in the list of influencing strategies e.g. **Oxfordshire's Draft Nature Recovery Network [Nature Recovery Strategy]** on p14. The Nature Recovery Strategy will build on but supersede the Nature Recovery Network.

<u>Transport and Connectivity</u>

21. We note there is no specific Guiding Principal related to transport, movement and connectivity in its own right. However, they are woven into the following GPs:

- **Guiding Principle 2**: We will create the conditions to support a world leading and innovation rich economy which is clean, prosperous, diverse, inclusive, successful and sustainable – refers to '*improved physical and digital connectivity'*;

- **Guiding Principle 3**: We will improve our overall health and wellbeing and reduce inequalities – refers to '*better access to sustainable, inclusive and resilient active and low carbon transport and improvements in air quality'*;

- **Guiding Principle 7**: We will embrace technological changes – refers to '*addressing inequalities, and in its impact on mobility, communications…,'*;

- **Guiding Principle 8:** We will expect high-quality development – refers to '*New development will contribute to connected communities'*;

- **Guiding Principle 9**: We will help people to help each other by supporting communities and individuals to achieve positive change for themselves – refers to '*We will help communities to be more cohesive and better able to adapt to change, based on accessible and quality key services and infrastructure, excellent digital connectivity and strong community networks'*;

- **Guiding Principle 10**: We will maximise the benefits of strong collaboration within Oxfordshire – refers to '*We will build stronger collaboration with our partners to secure a plan-led approach to good growth, delivering strategic development opportunities that are aligned*

with our shared ambition and long-term investment priorities, particularly where these provide opportunities to enhance our strategic connectivity';

- **Guiding Principle 11**: We will proactively and positively engage and collaborate beyond Oxfordshire – refers to '*ensuring that our strategic priorities inform regional and sub-regional priorities, including the emerging Oxford-Cambridge Arc'*.

22. We consider that the references to transport, movement and connectivity are sufficiently outlined within the Guiding Principles. Furthermore, the Vision mentions the LTCP within it as a key strategy guiding transport in Oxfordshire in the long term.

Carbon targets

23. Both the emerging Growth Board vision statement and the Arc Environmental Principles target working towards carbon neutrality by 2040 in the County and region (see Inset 1).

Inset 1:

Growth Board Strategic Vision extract (in Guiding Principle 1):

Oxfordshire will be carbon neutral by 2040, or earlier if possible, and by 2050 will be moving towards a carbon negative future.

Arc Vision Statement extract:

Work towards a target of net zero carbon at an Arc level by 2040. This will include:
a. Ensuring all decisions about development and new infrastructure support this goal.
b. Working with Government to enhance building regulations and planning policy to actively reduce the carbon footprint of, and energy consumption in, new buildings.
c. Pursuing a major programme of transformation in existing settlements and infrastructure to reduce energy intensity and carbon emissions.

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24. This target is ahead of the national policy context, and as such the implications of meeting such a target are unclear. As an example, net-zero will require all vehicles to be operating at zero carbon. With current government policy allowing the sale of petrol and diesel vehicles until 2030, it's currently assumed that some would still be in operation by 2040. In addition, there is currently significant uncertainty regarding the decarbonisation of heat on an earlier timeline than 2050. However, agreement to work towards an earlier target marks a statement of ambition for Oxfordshire and the region to draw on its innovation and partnership working strengths.

25. The County Council's Climate Action Framework is currently targeting 2050 for net zero emissions in line with national policy and the Countywide Energy

Strategy. Alongside the Districts and the LEP, the County Council has commissioned a report on Pathways to Zero Carbon Oxfordshire from the Environmental Change Institute at the University of Oxford – setting out pathways to 2050.

Financial Implications

26. The Vision has been prepared and consulted upon from existing resources. Officers will reflect upon any resource implications of developing the Vision further as outlined in the Communications section and report as appropriate.

    Comments checked by: Rob Finlayson, Finance BP (Communities, C,OD and CDAI), rob.finlayson@oxfordshire.gov.uk

Legal Implications

27. There are no legal implications related to the approval of the Strategic Vision

    Comments checked by: Christian Smith, Principal Solicitor (Contracts and Conveyancing), Christian.smith@oxfordshire.gov.uk

Equality & Inclusion Implications

28. The development of a Strategic Vision for Oxfordshire, which encompasses the shared ambitions of local councils and key organisations, provides a unique opportunity to bring together a clear and unambiguous statement about what it is we want to achieve in Oxfordshire, and in particular around addressing persistent inequality.

29. The vision sets out what is means by Good Growth, and a number of the of the definitions is that by 2050 Oxfordshire will:

   - Be **healthy and inclusive**, with all development addressing inequalities and contributing positively to the overall health and wellbeing of Oxfordshire's communities, environment and economy.

   - Support diverse, accessible employment, generating a highly productive and **inclusive economy** based on our world-class research, innovation and technology.

   - Build **resilience** to change, with growth planned in ways that: build on strengths and assets to support communities during periods of change; support economic diversity and can accommodate changes in technology; recognise changes in the way that people live and work and changing demographics; and respond to global impacts, particularly from climate and economic changes.

30.   There are included in the Vision 11 Guiding Principles (GP) to direct the future direction of Oxfordshire in the longer term. GP 3 is directly related to reducing inequalities:

- We will place overall health and physical and mental wellbeing at the forefront of our decision-making. We will seek to deliver a net increase in the health and wellbeing of people in all our place-shaping decisions and activities, reducing inequalities and helping to enhance the overall quality of life, health and happiness of existing and future residents, recognising the diverse needs within our communities. This will include providing public services to support excellent physical and mental health outcomes, homes to meet all people's needs, jobs to support livelihoods, enhanced access to public and private green spaces, better access to sustainable, inclusive and resilient active and low carbon transport and improvements in air quality. We have access to some of the greatest health care facilities and minds in the world in Oxfordshire and through working closely with the universities and health organisations, we will ensure we are leading on prevention and healthy place-shaping.

Sustainability Implications

31.   Sustainable development at the heart of the Strategic Vision. Guiding Principle 1 states:

- We will reduce the impacts of climate change by making climate action a top priority in our decisions. We will maximise opportunities through our plans, strategies and programmes, to reverse the impacts of climate change, demonstrating leadership in carbon reduction, developing nature-based solutions to help mitigate the impacts of climate change, championing more sustainable ways to improve connectivity and supporting emerging transformative technologies and sectors. Our aim is that Oxfordshire will be carbon neutral by 2040, or earlier if possible, and by 2050 will be moving towards a carbon negative future.

Risk Management

32.   There are no identified risks for the county council related to the work on the Strategic Vision for Oxfordshire.

Communications

34.   Upon endorsement of the Vision, Growth Board officers will turn their attention to the development of a communications plan by relevant officers drawn from across the Growth Board organisations to launching the Vision.

35.   The Board will then need to consider how to embed the Vision in plans and strategies, both within the Board and wider stakeholders. Two proposals are:

- That the Vision becomes a reference point for all future plans and strategies, and all reports to the Board will be expected to formally set out in summary

form how the recommendations in the report will support the ambitions of the Vision.

- For wider stakeholders, in the first instance ask the Board to recommend to its partner organisations that they individually consider and agree the Vision, thereby giving it the profile required within their respective organisations.

36. The next steps will then be consideration of how the Growth Board will measure progress against the ambitions of the Vision. Officers intend to develop a business case for this next phase of the project over the summer of 2021.This will include agreement of how to measure success, appropriate reporting of these and when it would be appropriate to review and update the Vision, something that was supported in the engagement process.

BILL COTTON
Corporate Director for Environment and Place

Annexes:

1. Oxfordshire's Strategic Vision for Long Term Sustainable Development;
2. Engagement Summary;
3. Oxfordshire Growth Board Terms of Reference

Contact Officer: Dawn Pettis, Strategic Planning Team Leader, 07771 983395

April 2021

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Oxfordshire's Strategic Vision for Long-Term Sustainable Development

Our Vision for Oxfordshire

Oxfordshire is a unique location: what we do here matters, not just for the benefit of our residents and communities, but also for the wellbeing of the UK and communities across the globe.

We are at the frontier in addressing and solving the most pressing challenges facing humanity. We want Oxfordshire to thrive so that the lives of current and future generations are improved.

To achieve this will require bold, collaborative, and inclusive thinking to deliver real and lasting change in ways that build resilience and enhance environmental, social, and economic wellbeing. We will draw on our world class economy, our spirit of discovery and Oxfordshire's global reputation to power this change through the adoption of clean and sustainable technology.

Our aim is to utilise the unique opportunities and assets in Oxfordshire to realise sustainable growth, and shape healthy, resilient communities in which it is possible for all residents to thrive and which can be an exemplar for the rest of the UK and other locations internationally. If we are successful, by 2050 Oxfordshire will:

- have achieved carbon neutral status, and be accelerating towards a carbon negative future, removing more carbon than it emits each year. Energy production will be sustainable.

- be the first generation to leave the natural environment in a better state than that in which we found it. The natural environment will be more biodiverse, support social, economic and ecological resilience and have the capacity to adapt to change.

- have a healthier and happier population with better physical and mental health. Young people will feel confident, positive and excited about their future and people will spend more of their later life active, in good health and with care available in their communities to meet their changing needs.

- be a globally competitive economy which is sustainable, diverse and inclusive, generating high quality, productive and knowledge-based employment for our communities. It will utilise the county's strengths and resources, including its world-class universities and world-leading research, innovation and technology assets. There will be improved educational attainment and a skills system aligned to the needs of business and communities, helping to provide the conditions in which all Oxfordshire's people can benefit and thrive.

- **be a more equal place, supported by inclusive growth that gives everyone a fair chance in life to prosper. Deprivation and disadvantage will have been tackled wherever it manifests itself in our urban and rural areas, and discrimination will have been removed.**

- **enjoy a built and historic environment which is rich and diverse, comprising high quality places where people want to live, work, visit and invest. Our rich and distinctive internationally recognised heritage assets, visitor economy and vibrant cultural offer will have been further enhanced and there will be improved access to them.**

- **have energy efficient, well-designed homes, sufficient in numbers, location, type, size, tenure and affordability to meet the needs of our growing economy, young people, residents and future generations.**

- **have transformed movement and connectivity within the County and beyond. There will be greater digital connectivity and physical mobility in and between places in ways that enhance environmental, social and economic wellbeing, with an emphasis on sustainable travel, including walking and cycling.**

- **have flourishing, diverse and vibrant communities rooted in pride with our local, national and international connections and a strong sense of civic identity. Individuals and families will support each other in partnership with sustainable public services, a thriving voluntary and community sector and be connected to dynamic and socially responsible businesses.**

This Strategic Vision has been prepared by the collective leadership of the Oxfordshire Growth Board. The Growth Board comprises the six councils of Oxfordshire and key strategic partners. It facilitates collaborative efforts to manage economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits.

The six Oxfordshire Councils are Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council & Oxfordshire County Council.

The Growth Board's key strategic partners are Oxfordshire Local Enterprise Partnership, Oxfordshire Skills Board, Oxford Universities, Homes England, DEFRA, Oxfordshire Clinical Commissioning Group, Network Rail & Highways England.

1. Introduction

1.1 Oxfordshire has considerable and diverse strengths. It has beautiful countryside, high quality landscapes and areas important for nature conservation, and rich and diverse built and historic environments formed from the fabric of its market towns and villages and the vibrant, diverse cultural offer and historic environment of the City of Oxford.

1.2 It is home to a cross-section of world leading institutions and global innovators which help power an extraordinary and unique economy of national and international significance. It is at the frontier in tackling the most difficult challenges facing humanity: from the isolation of penicillin and advancement in surgical technologies which save lives, the revolution in human communications through the creation of lithium-ion batteries, to the development and manufacturing of a vaccine for the world in the fight against COVID-19, and identifying solutions focused on the long-term societal challenges created by climate change.

1.3 These characteristics, together with its proximity and connections with other places, are key reasons why people choose to live, work, visit and invest here.

1.4 But there are also challenges. Oxfordshire is one of the fastest growing economies in the UK, powered by its dynamic and innovative businesses which are pioneering across a range of sectors, but it is a County with significant and persistent inequalities. There are also challenges linked to congestion, housing affordability and the natural and built environments. All these impact on Oxfordshire's residents and businesses.

1.5 Oxfordshire is facing significant changes. Some of these are the results of global trends such as climate change and the unprecedented impacts of the COVID-19 pandemic. Other changes reflect Oxfordshire's status as an international centre of world leading research and innovation with a hive of knowledge-intensive economic activity at the universities and science, technology and business parks. And, we form part of the network of places that together form the Oxford-Cambridge Arc – a key national economic priority.

1.6 We also now have a better understanding that decisions made as a result of emerging plans and strategies for Oxfordshire have the potential to, and very probably will, impact (positively or negatively) on local, national and global emissions in the short, medium and long-term. The pandemic has shown how people in Oxfordshire come together to support one another in their communities, has demonstrated the importance to people's health, of easy access to nature and high quality green space. It has given us a glimpse of a world less dependent on personal travel and one more reliant on digital connectivity.

1.7 Recognising these opportunities and challenges leads us to want to ensure that Oxfordshire's plans, strategies and programmes are ambition-led and outcome focussed. Accordingly, we believe it is timely for Oxfordshire to set out its common and shared Vision for the future based on our unique, special assets and heritage.

1.8 Our Strategic Vision for Oxfordshire sets out what the county should look like and how we can achieve it. The outcomes we are seeking are set out on the

first two pages of this document. They will form the basis against which we measure progress. We hope this Strategic Vision will be read by residents and partners within and beyond Oxfordshire as a statement of intent by the partnership that has prepared it.

1.9 We know from public consultations and stakeholder engagement that within Oxfordshire there is an appetite to see a different approach to place-shaping: one that is more ambitious, radical, innovative and creative[1], embracing social, economic and environmental wellbeing to achieve a happier, healthier, greener future[2]. We have bold and dynamic economic ambitions[3] brought to life in an investment plan[4], and innovative work on inclusive growth[5] has highlighted a need to actively recognise and address the inequalities of our success and ensure all communities have a stake in the future prosperity of Oxfordshire.

1.10 This Strategic Vision has been shaped by public discussion and debate. Engagement with our communities and stakeholders revealed strong and wide support for the principle of establishing a Strategic Vision for Oxfordshire and for the broad intent of the ambitions set out in an engagement draft document. We have used the detailed feedback we received to further refine and strengthen our Vision.

1.11 This Strategic Vision is intended to be transformative. Addressing climate change and the health and quality of our natural environment, our globally significant economy will improve the wellbeing of our communities; an exemplar to the rest of the UK and other international locations. It considers wellbeing in the round based on an understanding that the different dimensions of wellbeing are intrinsically linked.

1.12 We want to facilitate a step-change in our approach to planning for and delivering sustainable development for Oxfordshire, challenging the norm and drawing on new ways of thinking to provide the best possible future for our residents. For this reason, our Strategic Vision is positive and optimistic, and we have set our ambition high.

1.13 Our Strategic Vision is high-level. We fully recognise the rich variety of places that make up Oxfordshire. We value the character of these different settings – our city, towns and villages and our natural and historic environments – and recognise that delivering our shared Strategic Vision will require place-focussed responses to specific challenges and opportunities that reflect local circumstances, as well as the nationally significant role Oxfordshire plays in the success of the UK.

1.14 Activity to achieve ambitions for zero-carbon and increased biodiversity will need different design solutions in the high-density environments of the city and urban areas than in rural settings. This happens best through inclusive

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[1] Oxfordshire Plan 2050 Regulation 18 (Part One) Consultation Report, June 2019

[2] One Planet Oxfordshire: Our Shared Vision, Bioregional, 2019

[3] Oxfordshire's Local Industrial Strategy, 2019

[4] Oxfordshire's Local Industrial Strategy Investment Plan, 2020

[5] Led by Oxfordshire's Local Enterprise Partnership under Oxfordshire's 'Social Contract' and by the City of Oxford

processes and a detailed understanding of places and communities to arrive at solutions that work for them.

1.15 This Strategic Vision is not intended to replace or set the vison for any of our communities or partner organisations but instead provide a balanced framework through which these can be developed.

1.16 This Strategic Vision is overarching. It cuts across many sectors and is designed to inform a range of plans, strategies and programmes. It complements the plans and strategies already in place and agreed by our partner organisations and the Growth Board. It also forms part of the informal interface between national and local policy, helping to deliver national objectives and priorities, as well as helping to maximise the benefits to Oxfordshire of decisions made by others.

1.17 Finally, the Strategic Vision recognises that positive change will evolve and take time. Some of what we are seeking to achieve is beyond our direct control. This Strategic Vision is a pathway for long-term change towards a more sustainable future. While our priorities are unlikely to alter over the short to medium-term, our approach needs to be resilient to change over time. Although there is a high level of uncertainty over a 30-year period, particularly around external factors including climate and technological change, new opportunities to align environmental, social and economic needs to deliver sustainable development in different and better ways will emerge. This will position Oxfordshire to challenge and capitalise on the scope for innovation over the longer-term.

2.   Achieving our Strategic Vision through Good Growth

2.1 Our Strategic Vision for Oxfordshire's future is driven by improvements to people's wellbeing. This is reflected in our definition of what 'good growth' will look like in Oxfordshire.

2.2 National planning policies require Oxfordshire to plan positively for growth in ways that achieve the three overarching objectives of sustainable development: economic, social and environmental. Growth can be defined narrowly in terms of expansion in numbers of homes and jobs and economic output. But growth can also encompass progress based on improvements in circumstances for individuals and society and in the quality of our environmental assets and natural resources. Rather than seeing economic, social and environmental objectives as competing demands that need to be balanced, our approach for Oxfordshire is to align and integrate these priorities, so that economic progress benefits business, society and the environment. The economy, environment, connectivity, community assets, housing and public services are all key factors in giving Oxfordshire's residents – current and future – the best opportunity to prosper and thrive.

2.3 We think this is more in line with sustainable development principles and thinking and a better approach to achieving transformative and long-term sustainable development. This is how we will approach growth, delivering change that is distinctively 'Oxfordshire'. Good growth will focus on progress in improving health and wellbeing, look to decouple growth from the consumption

of finite resources and transition to a low carbon future, address inequalities and prioritise our natural and built environment, alongside greater resilience to climate and economic change. We also want this good growth to be genuinely inclusive which means inequality – a pervasive determinant of wellbeing – must be addressed wherever it exists in our diverse county. We will need to tackle deprivation and disadvantage in whatever form throughout the county, be it in the City of Oxford, our towns or in our rural areas.

2.4 Oxfordshire's economy represents a crucial and unique attribute. The County's position as a global innovation hub brings important opportunities both to local communities and to the future of the UK. We recognise the positive benefits that economic prosperity can bring and the critical interdependencies between a flourishing economy and successful outcomes for local communities, public services and the environment.

2.5 Economic prosperity is an important part of the roadmap to achieving our ambition for Oxfordshire and business a key strategic partner. Business creates employment opportunities for our residents, including our young people. Business also creates the wealth which sustains and supports public services, and the technological innovation that can be increasingly transformational in shaping places and building sustainable communities. Finally, because so much of Oxfordshire is rural, we must not lose sight of the particularly important role the agricultural sector can play in helping deliver our biodiversity and climate ambitions and in advancing new technologies and innovation in sustainable farming.

'Good Growth' in Oxfordshire will:

- Be **clean and green**, placing the county at the leading edge of UK and global de-carbonisation efforts by maximising all opportunities to significantly reduce Oxfordshire's carbon footprint, and increasing natural capital across the county.

- Be **sustainable**, focusing development in ways that enhance quality of place and at locations which enable people to live and work nearby, improving digital connectivity and avoiding unnecessary travel in the first instance, but using opportunities to increase movement by sustainable and active modes of travel when needed.

- Embrace **innovation** based on our technology sectors and knowledge-intensive activity, and develop new innovative solutions for working, learning, mobility, health care, resource management, sustainable design and improved public services.

- Be **healthy and inclusive**, with all development addressing inequalities and contributing positively to the overall health and wellbeing of Oxfordshire's communities, environment and economy.

- Facilitate **environmental improvements** and make **efficient** use of Oxfordshire's natural resources and land.

- Enhance and expand access to the county's internationally significant **historic environment** and **cultural** and **heritage assets**.

- Support diverse, accessible employment, generating a highly productive and **inclusive economy** based on our world-class research, innovation and technology.

- Build **resilience** to change, with growth planned in ways that: build on strengths and assets to support communities during periods of change; support economic diversity and can accommodate changes in technology; recognise changes in the way that people live and work and changing demographics; and respond to global impacts, particularly from climate and economic changes.

- Expect **high-quality** development which will have a positive impact on communities in terms of design, energy and water efficiency and public realm, utilises low impact building and construction methods and materials, and is properly supported by the necessary infrastructure including excellent digital connectivity. Everything we build or design in Oxfordshire will be fit for purpose in the world of 2050, respond to different circumstances, contribute to Oxfordshire's sense of distinctiveness and rich variety, and support connected communities.

2.6   Our definition of 'good growth' forms the basis for a set of **Guiding Principles**. Taken together, our outcomes, the definition of 'good growth' and the guiding principles, form the foundation for our overarching approach to long-term sustainable development for Oxfordshire, and for developing our plans, strategies and programmes.

Guiding Principle 1: We will reverse the impacts of climate change

We will reduce the impacts of climate change by making climate action a top priority in our decisions. We will maximise opportunities through our plans, strategies and programmes, to reverse the impacts of climate change, demonstrating leadership in carbon reduction, developing nature-based solutions to help mitigate the impacts of climate change, championing more sustainable ways to improve connectivity and supporting emerging transformative technologies and sectors. Our aim is that Oxfordshire will be carbon neutral by 2040, or earlier if possible, and by 2050 will be moving towards a carbon negative future.

Guiding Principle 2: We will create the conditions to support a world leading and innovation rich economy which is clean, prosperous, diverse, inclusive, successful and sustainable

We will work collaboratively with partners to ensure that our spatial, infrastructure and economic priorities are strategically aligned to deliver a globally leading economy, for the benefit of our communities which is pioneering, diverse and high in productivity and which meets the needs of our priority sectors, including our world-leading universities and delivers successful outcomes for the environment, communities and our public services. We will ensure there is improved physical and digital connectivity, and that the right type of premises, land and infrastructure are provided in the right places for businesses to thrive. Inequalities in employment opportunity and access to education, skills and training will be addressed, and life-long learning will be a priority. The aim will be to build a skilled population which has a stake in the future prosperity of Oxfordshire, ensuring that growth is inclusive and supports the health and wellbeing of local communities, whether current or future generations.

Guiding Principle 3: We will improve our overall health and wellbeing and reduce inequalities

We will place overall health and physical and mental wellbeing at the forefront of our decision-making. We will seek to deliver a net increase in the health and wellbeing of people in all our place-shaping decisions and activities, reducing inequalities and helping to enhance the overall quality of life, health and happiness of existing and future residents, recognising the diverse needs within our communities. This will include providing public services to support excellent physical and mental health outcomes, homes to meet all people's needs, jobs to support livelihoods, enhanced access to public and private green spaces, better access to sustainable, inclusive and resilient active and low carbon transport and improvements in air quality. We have access to some of the greatest health care facilities and minds in the world in Oxfordshire and through

working closely with the universities and health organisations, we will ensure we are leading on prevention and healthy place-shaping.

Guiding Principle 4: We will enhance our natural environment

Key sources of natural capital in Oxfordshire include biodiversity, water, soils, landscape character and tranquillity. Natural capital contributes to a wide range of social, economic and environmental services. It is a key reason why many people choose to live here, many businesses choose to locate here, and tourists choose to visit here. We will grow our natural capital through our plans, strategies and programmes, recognising the significant contribution natural capital makes to our quality of place, the health and wellbeing of our communities, and their value in building resilience to climate change, reducing flood risk, increasing biodiversity and boosting economic productivity. We will value Oxfordshire's countryside, our important habitats and species, our agricultural land, our parks and open spaces, the River Thames and our other rivers, canals, reservoirs, lakes, ponds, wetlands and aquifers. We will protect and restore our valuable habitats and species and improve resilience by creating ecological networks. We will improve the quality of our waterways and water bodies and reduce levels of water stress in Oxfordshire. We will protect where necessary and seek new opportunities to add to and enhance our highly valued countryside, landscape and the greenspaces and environmental assets, including those areas within our city and towns that provide valued recreation space and vital green lungs.

Guiding Principle 5: We will reflect our distinctive and diverse communities and places

We will ensure that our plans, strategies and programmes reflect the unique and distinctive qualities of places within Oxfordshire, maximising opportunities to deliver the development needed, embracing innovation while enhancing our valuable assets and recognising the diversity of our city, towns and villages, the quality of the historic, natural and built environment, our rich internationally significant cultural and heritage assets, the importance of local identity and the needs of our diverse communities. While we are the most rural county in the South East, most of our population lives in our city, towns and villages. The diversity of our settlements, the synergy between urban and rural and the benefits both bring are critical to our success.

Guiding Principle 6: We will deliver homes that meet the needs of current and future generations

We will promote the development of new homes that will add to the vitality and vibrancy of our communities while positively contributing to our collective wellbeing. We will tackle the significant challenge of housing affordability in Oxfordshire by delivering more truly affordable homes both for rent and home ownership, and we will deliver homes that allow people to live healthily, happily and independently in their old age. The emphasis will be on place-shaping.

Guiding Principle 7: We will embrace technological changes

We will ensure that our plans, strategies and programmes are sufficiently agile to embrace the potential offered from new and evolving technology in creating better opportunities and outcomes for people, in addressing inequalities, and in its impact on mobility, communications, energy and water supply, waste management, models of construction and increasing economic productivity.

Guiding Principle 8: We will expect high-quality development

We will expect all new development to be of the highest sustainable design and construction standards, with particular support given to resilience to climate change, innovative building solutions, sustainable use of natural resources and construction methods, and development that improves the overall built environment and embeds healthy place-shaping principles, promoting good physical and mental wellbeing. New development will contribute to connected communities and improve the local environment.

Guiding Principle 9: We will help people to help each other by supporting communities and individuals to achieve positive change for themselves

We will help communities to be more cohesive and better able to adapt to change, based on accessible and quality key services and infrastructure, excellent digital connectivity and strong community networks. Communities will be supported and empowered to do the things that matter to improve their health and wellbeing.

Guiding Principle 10: We will maximise the benefits of strong collaboration within Oxfordshire

We will build stronger collaboration with our partners to secure a plan-led approach to good growth, delivering strategic development opportunities that are aligned with our shared ambition and long-term investment priorities, particularly where these provide opportunities to enhance our strategic connectivity. And, we will create the conditions where people feel involved and empowered, embedding a culture of meaningful involvement and enabling communities to inform and shape local decisions.

Guiding Principle 11: We will proactively and positively engage and collaborate beyond Oxfordshire

We will foster links with neighbouring areas to facilitate the delivery of good growth through mutually beneficial relationships. Key to this will be ensuring that our strategic priorities inform regional and sub-regional priorities, including the emerging Oxford-Cambridge Arc.

2.7 All the Guiding Principles articulate how Oxfordshire will change as a place over the period to 2050 and all will shape our overarching approach. Individual Guiding Principles have not been weighted. Rather, because we are seeking to drive improvements to environmental, social and economic wellbeing in ways which build resilience, and because most of our Guiding Principles are relevant to more than one of our outcomes, the Guiding Principles form an inter-related set of equally important ground rules.

3. Next Steps – Delivering the Strategic Vision

3.1 The collective leadership of the Oxfordshire Growth Board has developed this Strategic Vision. However, delivering the Vision will require long-term collective commitment and investment by the partners that make up the Growth Board but also, crucially, by a wider set of strategic stakeholders and partnerships.

3.2 As a first step in delivering the Strategic Vision, we have identified two work streams:

- Measuring what matters
- Developing plans, strategies and investment priorities.

Measuring What Matters

3.3 The ambition, outcomes and priorities set out in the Strategic Vision have been explicitly designed for the long-term. They are unlikely to change over the short to medium-term and it is not anticipated there will be a need for frequent reviews. To achieve the outcomes we have identified by 2050, will require some trends to be reversed, while for some other trends, where progress is already being made, there will need to be an increase in the pace of change.

3.4 Measuring progress, so that we know what responses are needed to achieve continual improvement, will be an important part of our approach to delivering the Strategic Vision. It will also provide a robust basis on which Oxfordshire's communities and stakeholders may hold the Growth Board to account. We will measure what matters, based on the strategic outcomes and the definition of Good Growth set out in the Strategic Vision.

Developing Plans, Strategies and Investment Priorities

3.5 Our wellbeing goals are ambitious. Achieving them will require all those who make future decisions about investment and those planning for and delivering place-making across Oxfordshire to maximise impact by working collaboratively, based on shared strategic priorities and by embracing innovation to develop solutions.

3.6 The Strategic Vision for Oxfordshire will be delivered by a wide range of plans, strategies and programmes. The Oxfordshire Plan 2050[6] is one important example, but not all the outcomes will be within the sphere of influence of the Oxfordshire Plan. That Plan will deliver parts of the Vision, but as a statutory planning document, it cannot address all aspects involved in delivering this Vision. Local Plans, infrastructure plans, economic strategies and associated plans and programmes will also have important roles to play, responding to different local circumstances and, in some cases, reflecting wider considerations such as economic growth, health and wellbeing and infrastructure that impact on place-making in Oxfordshire. At an Oxfordshire-wide level they include the Joint Health & Wellbeing Strategy, the Homelessness and Rough Sleeping Strategy, the Infrastructure Strategy (OxIS), the Local Industrial Strategy, Oxfordshire Investment Plan and the Local Transport and Connectivity Plan, while sub-nationally the spatial

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[6] The Oxfordshire Plan 2050 is a Joint Statutory Spatial Plan being prepared by the local authorities in Oxfordshire.

framework for the Oxford-Cambridge Arc and England's Economic Heartland's Transport Strategy will have important roles to play.
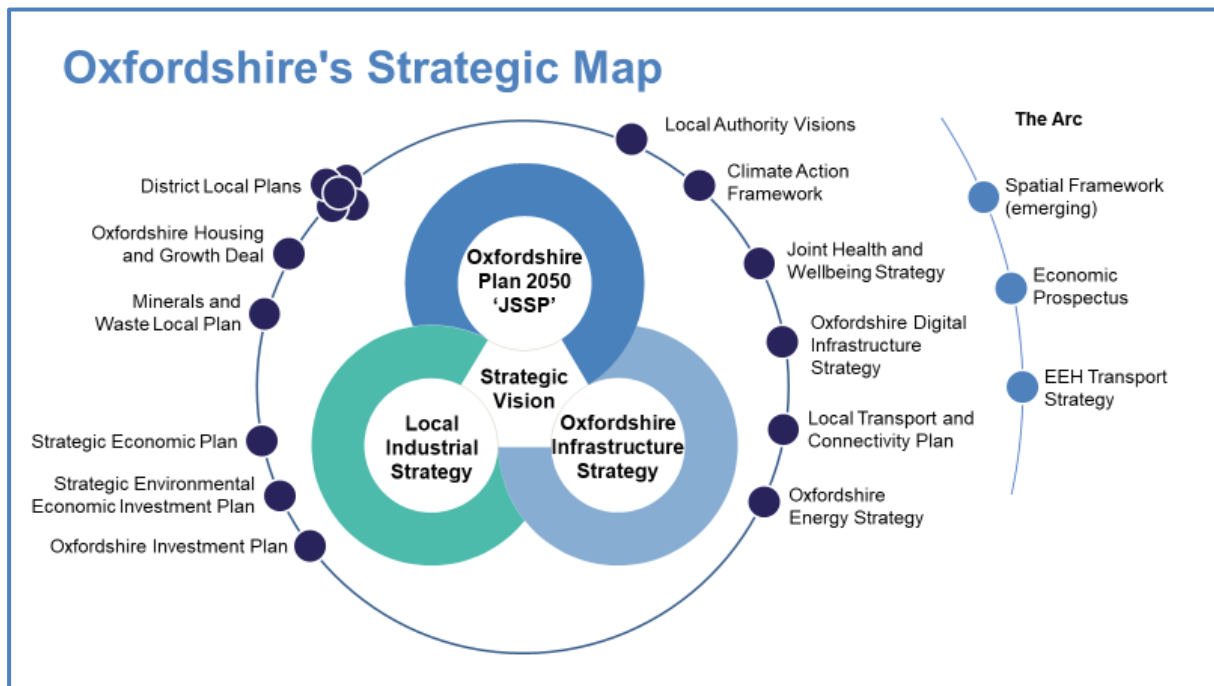
3.7 There is also an important role for residents and business leaders to help deliver this Strategic Vision.

3.8 It is vital that we have an agreed set of long-term, strategic economic, infrastructure and environment investment priorities aligned to the outcomes we are committed to. This will help us to ensure that we are investing in the right infrastructure and other assets in a timely way, maximising the benefits of that investment, and avoiding unnecessary expenditure. It will also better position Oxfordshire to influence the priorities of other relevant organisations. By providing clear strategic leadership and direction through this Vision, we aim to increase public confidence in the delivery of long-term priorities.

3.9 Oxfordshire's Growth Board will seek that those preparing relevant strategic-level plans, strategies and programmes consider how their policies, proposals and investment decisions deliver against this Strategic Vision. Future responses to these plans, strategies and programmes from the Growth Board will take these into account.

Annex 1: Strategic Influencers

A1.1   A key role for this Strategic Vision will be to help align long-term spatial, economic and infrastructure investment priorities across Oxfordshire. There are already other plans, strategies, policies and investment programmes (in existence or emerging), as well as legislative requirements, that will influence place-shaping in Oxfordshire, including where development in Oxfordshire should take place and where investment should be focussed. Oxfordshire will be shaped by these 'strategic influencers' to varying degrees over the next 30 years.

A1.2   Most of the strategic influencers have been, or are being, developed at an Oxfordshire-wide level, or relate to sub-national geographic areas, or are UK-wide. Many have a direct relationship with Government policy or legislative requirements. We have not attempted to present an exhaustive set of influencers. Rather, we have captured those which we consider to be the most significant and most relevant at the strategic level, while acknowledging that some of these will have a greater impact than others.

A1.3   The strategic influencers will continue to evolve – some will change, and other new influencers will emerge as plans and strategies for Oxfordshire are developed, national policy changes and sub-national frameworks take shape. Some parts of this evolving context of strategic influencers will be more within the control of the partnership organisations than others. But in most cases, the relationship is a two, rather than one-way, process and there is an opportunity to influence and shape the priorities, plans, strategies and investment decisions of others, particularly in the longer-term – a means of 'influencing the influencers'. Our Strategic Vision can help maximise the benefits of decisions made by others, as well as helping to mitigate the impact of decisions outside the partnership's control.

A1.4   They key messages from the strategic influencers are summarised in the following table.

Key Messages for Oxfordshire from Existing Plans & Strategies	Strategic Influencers
There is a commitment to deliver homes in sustainable and high-quality developments, including maximising the potential of existing urban areas.	- Housing & Growth Deal - Local Plans - National Planning Policy Framework (2019) - Oxfordshire Local Transport & Connectivity Plan

Key Messages for Oxfordshire from Existing Plans & Strategies	Strategic Influencers
Development should enhance the natural environment, improve access to the countryside and increase its natural capital, recognising its valuable role in supporting clean growth and improvements to health and wellbeing.	- Green Future: 25 Year Plan to Improve the Environment - Local Plans - Oxford-Cambridge Arc: Government Ambition - Oxfordshire's Draft Nature Recovery Network - Oxfordshire Local Industrial Strategy - Oxfordshire Energy Strategy - Oxfordshire Joint Health & Wellbeing Strategy
Strategic transport investment priorities should aim to enhance Oxfordshire's strategic connectivity value.	- England's Economic Heartland Transport Strategy 2050 - Oxford-Cambridge Arc: Government Ambition - Oxfordshire Local Industrial Strategy - Oxfordshire Local Transport & Connectivity Plan
Long-term strategic investment decisions should be responsive to climate, demographic and technological change, building resilience in the economy, transport infrastructure and the physical and natural environment.	- Government's Clean Growth Strategy - England's Economic Heartland Transport Strategy 2050 - Oxfordshire Joint Health & Wellbeing Strategy - Oxfordshire Infrastructure Strategy - Oxfordshire Local Industrial Strategy - Oxfordshire Investment Plan - Oxfordshire Energy Strategy - Oxfordshire Local Transport & Connectivity Plan - UK Industrial Strategy
The priority is to invest in strategic infrastructure that supports economic growth, particularly in the areas that have potential to support a transition to a low carbon economy, facilitate mobility changes away from the private car and where there is potential to support key sectors (especially in the science, technology and innovation sectors).	- Oxford-Cambridge Arc: Government Ambition - England's Economic Heartland Transport Strategy 2050 - Oxfordshire Infrastructure Strategy - Oxfordshire Local Industrial Strategy - Oxfordshire Investment Plan - Oxfordshire Energy Strategy - Oxfordshire Local Transport & Connectivity Plan - UK Industrial Strategy

Key Messages for Oxfordshire from Existing Plans & Strategies	Strategic Influencers
Economic growth should be driven by innovation and higher productivity, should be 'clean', should focus on supporting clusters and corridors of economic activity and should reflect Oxfordshire's national and international role and profile. Economic growth should be more inclusive, with the benefits shared more equitably so that they reach all communities, including socially disadvantaged groups.	▪ Oxford-Cambridge Arc: Government Ambition ▪ England's Economic Heartland Transport Strategy 2050 ▪ Oxfordshire Infrastructure Strategy ▪ Oxfordshire Local Industrial Strategy ▪ Oxfordshire Investment Plan ▪ Oxfordshire Energy Strategy ▪ Oxfordshire Local Transport & Connectivity Plan ▪ UK Industrial Strategy
Improvements to health and wellbeing should be at the heart of all decisions around place-making and infrastructure investment.	▪ Local Plans ▪ Oxfordshire Joint Health & Wellbeing Strategy ▪ Oxfordshire Local Transport & Connectivity Plan
Delivering the right type of housing, which is built to a high quality and design and is affordable, is as important as increasing overall supply.	▪ Local Plans ▪ Oxfordshire Joint Health & Wellbeing Strategy

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Oxfordshire Strategic Vision
SUMMARY OF RESPONSES RECEIVED

February 2021

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Responses received to the Draft Oxfordshire Strategic engagement exercise 2020/21

PART 1: INTRODUCTION

1. This report provides a summary of the responses received to the Draft Oxfordshire Strategic Vision public engagement exercise which began on 16 November 2020 and ended on 4 January 2021. The purpose of the engagement exercise was to gather the views of members of the public, councillors, stakeholders and partner organisations concerning the content of the Draft Vision, enabling a wide range of voices to influence and shape a revised document.

2. In total, 113 responses were received to an online public survey carried out through [Oxfordshire Open Thought](#), together with 28 email responses, including 9 member organisations of the Growth Board. Due to restrictions related to the COVID-19 pandemic, in-person engagement activities were unable to take place. However, virtual workshops were held with the City of Oxford College and Abingdon and Witney College, and 76 follow up responses were received after those events. A further workshop was held with Oxford Brookes students.

BACKGROUND

3. The Oxfordshire Growth Board was established in 2014 as a Joint Committee[1] of the six councils of Oxfordshire, together with key strategic partners. Its role is to coordinate local efforts to manage economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits. It does this by overseeing the delivery of cross-county projects that the councils of Oxfordshire are seeking to deliver in a collaborative way – between local authorities, the Local Enterprise Partnership and wider partners and stakeholders.

4. Oxfordshire has considerable and diverse strengths. It is also facing significant change, but with change comes the opportunity for progress based on new ways of thinking. Conversations between Growth Board partners and the public, and innovative work on economic inclusivity, have shown that there is a desire to see a different approach to planning for the future of Oxfordshire. Through the Growth Board, the councils have collectively expressed their desire for plans, strategies, programmes and investment priorities for Oxfordshire to be ambition-led and outcome-focussed. Achieving these ambitions will require all those who make future decisions about investment, and those planning for and delivering place-making across Oxfordshire, to maximise impact by working together based on shared strategic priorities and by embracing innovation to develop solutions. Developing a Strategic Vision for Oxfordshire is a unique opportunity to respond to this challenge.

5. Building on the success of recent engagements and consultations, the Growth Board partnership wishes to consider in a positive, open and transparent way what the ambition for Oxfordshire should look like and how it can be achieved by drawing on new ways of thinking about sustainable development. The Draft Vision is intended to be the start of a conversation with our communities to build consensus around a common set of goals for Oxfordshire, strengthening and improving the Vision. In doing so, the Strategic Vision is not intended to replace or set the specific vision for any of our individual communities or partner organisations. The Vision should also be read by partners beyond Oxfordshire as a statement of intent by the partnership that has prepared it.

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[1] *under s101 (5), 102 Local Government Act 1972 (LGA 1972) and s9EB Local Government Act 2000 (LGA 2000) and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.*

Responses received to the Draft Oxfordshire Strategic engagement exercise 2020/21

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6. The Vision has a specific role and a clearly defined non-statutory status, as is the status of its engagement exercise. While the Draft Vision is looking to 2050 and is intended to support the development of the Oxfordshire Plan indirectly, it is not part of the Oxfordshire Plan 2050 itself. It explicitly does not deal with the quantum of housing or economic growth for Oxfordshire, nor direct where it should go. The Vision can however play an important role in seeking to drive improvements to environmental, social and economic well-being which may be reflected in emerging plans, strategies and programmes. A copy of the Growth Board's pre-engagement report and draft of the Strategic Vision can be found [here](), first considered on 30 October 2020.

REVIEW METHODOLOGY

<u>Design</u>
7. When considering the design of the engagement process, it was important to create something highly accessible that was able to gauge the sentiment of the public towards the draft Vision while allowing room for comments, challenges and suggested amendments. In order to focus responses on the key elements of the Vision, the draft text was broken down into more digestible sections, particularly highlighting "our ambition", "our desired outcomes", "definitions of good growth", "our guiding principles". A simple form was designed with a consistent 'agree, challenge, comment' format towards each section.

8. One objective of the engagement was to explore 'how far and how fast' people wanted to proceed with each of the outcomes and consider how to prioritise outcomes given the likelihood of competing commitments. As such, open questions allowed respondents to suggest how success could be measured, what targets could/should be set and how quickly they could/should be reached. Respondents were then given a ranking system between 1 and 3 for each outcome as to how high they should be prioritised, before a final open question allowing any further comments and a tool for uploading any additional statements or evidence.

<u>Delivery</u>
9. Following its previous success in not only generating significant engagement, but also appealing to younger harder-to-reach-demographics, it was decided the Oxfordshire Open Thought platform – a bright, accessible user-friendly website - would be the most effective and efficient way to deliver the engagement exercise. The draft Vision was deconstructed into easily digestible sections and presented in a dynamic fashion that was both simple to navigate and attention-grabbing. Hyperlinks were positioned at regular intervals on the website that took the user directly to the online form allowing respondents to give their views at any point of the Vision content.

10. The draft Vision content went live on Monday 16 November 2020. A direct mailout with a link to the site was sent to all subscribers on the Oxfordshire Plan 2050 mailing list (approx. 1,400 people). A press release was published on the Oxfordshire Growth Board and Oxfordshire Plan 2050 websites. There was a co-ordinated comprehensive six-week social media campaign across Facebook, Twitter and LinkedIn – posts were shared by key partners to increase reach. The engagement was promoted internally via newsletters and senior council officers. Briefings were given to Oxfordshire's local authorities and key strategic partners such as the Oxfordshire Local Enterprise Partnership. The deadline for submissions was Monday 4 January 2021.

Responses received to the Draft Oxfordshire Strategic engagement exercise 2020/21
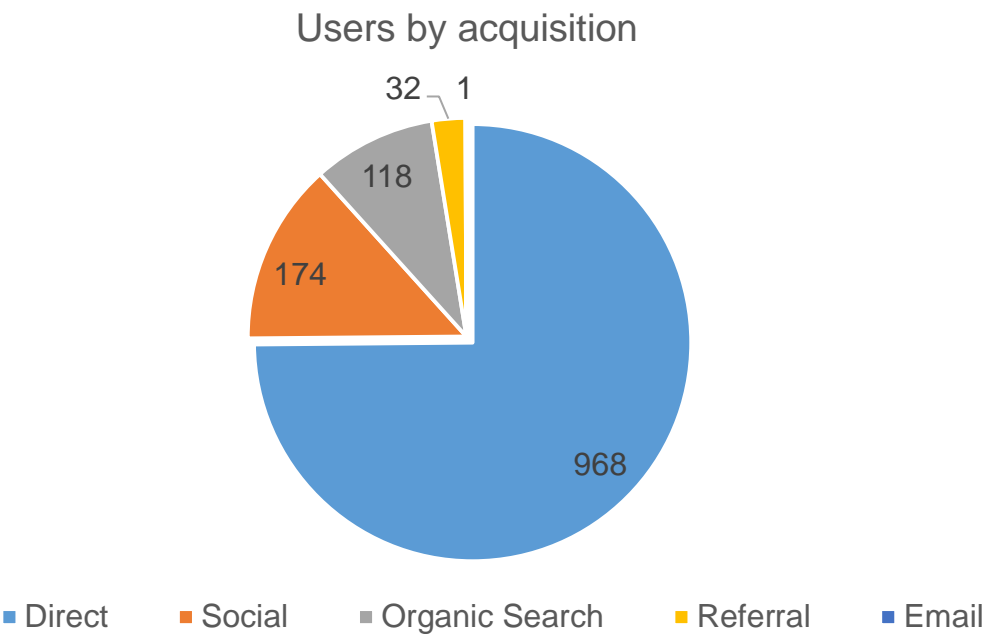
11. Throughout the process, there has been an ongoing commitment to engage with young people, recognising they will be the ones who benefit from our planning most in the future. As such, two college engagement sessions were held – one with business students from Oxford City College and one with student representatives from Abingdon and Witney College, while another session was held with Oxford Brookes students. An online survey was also sent out via Voice of Oxfordshire Youth to its members for complete in their own time.

Analytics

12. Across the Open Thought platform, there was plenty of interest shown in the draft Strategic Vision with 1,265 users accessing the website and 3,759 page views during the engagement period (Monday 16 November 2020 to Monday 4 January 2021). Users spent on average 2.5 minutes on the site. 113 responses were received via Open Thought. Below are breakdowns of age and gender based on those recorded via Google Analytics – 34% and 35% of overall respondents respectively – rather than those who submitted a response.

User age
(Of those recorded via Google Analytics)

Legend: 18-24, 25-34, 35-44, 45-54, 55-64, 65+

Values: 32, 76, 67, 80, 79, 100

User gender
(Of those recorded via Google Analytics)

Legend: male, female

Values: 147, 292

4

Responses received to the Draft Oxfordshire Strategic engagement exercise 2020/21
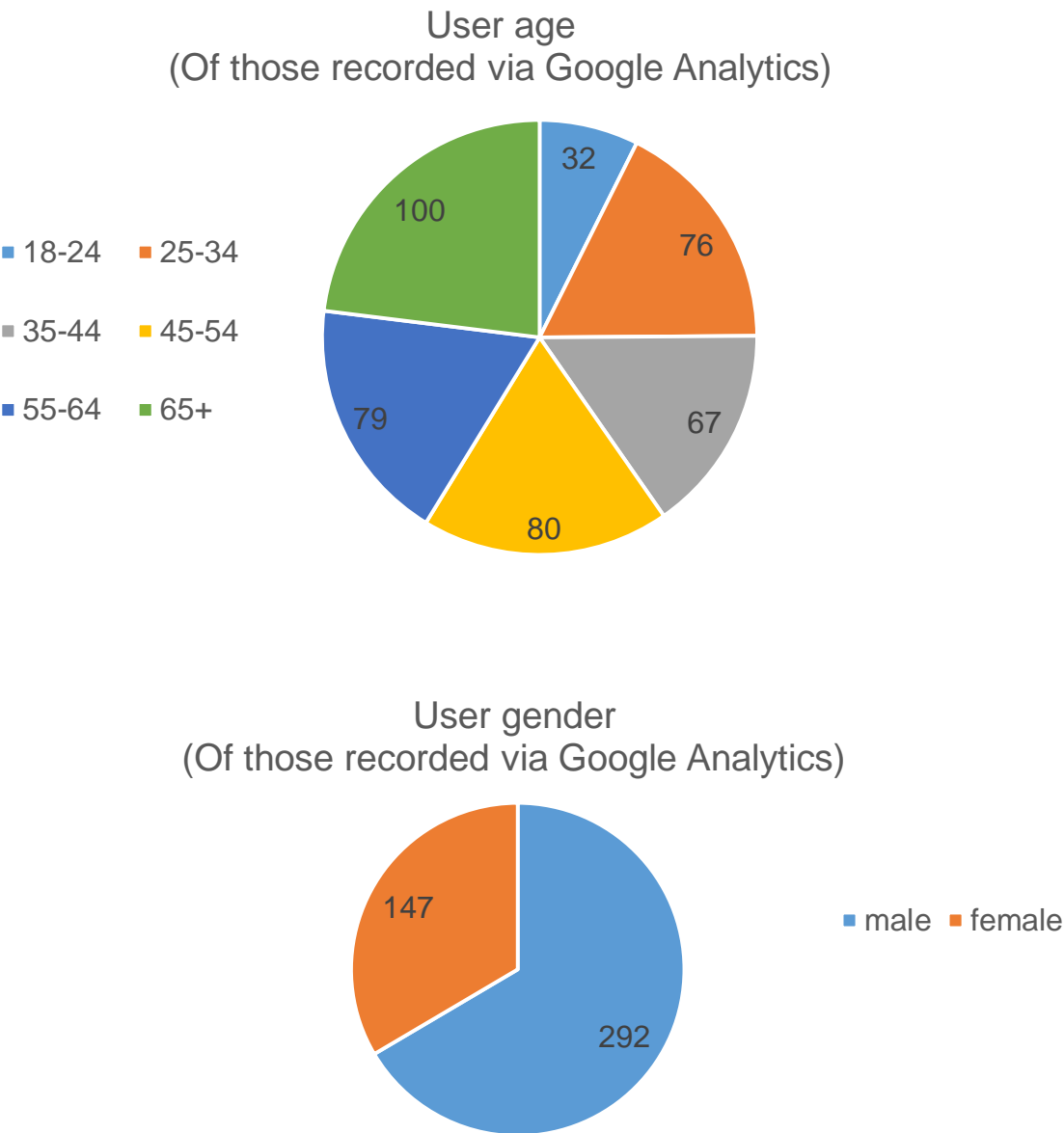
13. Analytics demonstrate the effectiveness of direct mail to subscribers, with the majority of users coming from this source, while social media was also vital in bringing people to the site [please note "email" is not direct mailing].As well as those submissions received via Open Thought, some 28 were sent directly via email.

Users by acquisition

Legend: ■ Direct ■ Social ■ Organic Search ■ Referral ■ Email

Values shown: 32, 1, 118, 174, 968

PART 2: STATUS AND INTENT OF THE VISION

14. This engagement exercise set out to ask respondents about their views on the Draft Oxfordshire Strategic Vision. Whilst terminology and the strength of sentiment differed between respondents, a significant majority offered strong and broad support for the principle of establishing a Strategic Vision for Oxfordshire, and for the ambitions set out within the document. Across each of the specific engagement sections related to Outcomes, Guiding Principles and Good Growth, there was also wide-ranging support. Within the support offered however, there were some specific caveats or conditional red lines, which often concerned redistributing the weight or emphasis given to specific themes within the document (e.g. climate change, economic development and tackling inequalities). Several responses identified great value in long-term strategic planning through the Vision, particularly concerning the need to plan for net zero carbon emissions by 2050, and to support wider spatial planning including the Oxfordshire Plan 2050. Many welcomed the Draft Vision as a positive step in planning for Oxfordshire's future.

15. Some felt that the document should be more ambitious in specific areas, while noting that the broad intent was right. A significant number of respondents however said there was an appropriate balance through the document. Some commented that the Vision was overdue and welcomed the document as a "good starting point" and essential for clarifying what the collective ambitions for Oxfordshire should be. Indeed, respondents who offered stronger criticisms of the document acknowledged that the overall ambitions were hard to disagree with. Their concern often related to the challenges associated with measuring and evaluating the delivery of high-level strategic intentions. They accompanied this critique with suggestions that the Vision should either provide more detail about how it will deliver and measure success or be clearer from the outset about the status of the document and

how it will be used. Some also commented that the vision was too lengthy and repetitive, though this conflicted with the view that the document required greater detail, referencing and specificity.

16. Typical examples of the responses received during the engagement concerning the overall intent of the vision are set out below.

- *We believe it (the Vision) can play an important role in helping to articulate the vision of the Growth Board partners to local communities, residents and businesses.*
- *We fully support the draft Strategic Vision and endorse its high ambitions for the future of Oxfordshire.*
- *The Principles are coached[sic] in such vague but positive terms that it is impossible not to support their pious and laudatory intentions.*
- *Yes, we are in general agreement that the outcomes you have identified are the correct ones as high-level objectives, I can support them. At a practical, day to day level, I remain to be convinced.*
- *(We) support the intent of the draft vision as an expression of the collective ambition of partners to enhance the well-being of people in Oxfordshire.*
- *The targets you have set out are pretty good already. The challenge will be making these strategic and ambitious goals effective at a grassroots level.*
- *The Vision is balanced between environment, wellbeing and growth/infrastructure, and should stay that way.*
- *In general, I agree with the desired outcomes.*

17. Some respondents recommended that the Vision should have a clear and unambiguous statement about its intent and status, and its relationship with other key strategies and plans. The requirement for such clarity was implicit in some responses, as a small number of respondents misunderstood the broad intent of the Vision. For example, some thought the Vision should identify housing numbers and areas for development, which is not the intention for this work.

18. Respondents highlighted that without clarity there will be inherent tensions between this Vision and other strategies across partner organisations. The Growth Board's Scrutiny Panel similarly recommended that careful consideration is given to continuity between this Vision and other policies and plans, and other respondents echoed this sentiment. The relationship of this vision with the Oxford 2050 Vision (Oxford City Council), University Sustainability Strategies and the Oxfordshire Local Industrial Strategy, for example, were all suggested to need recognition in the document, as a way of better explaining the Vision's status. An accompanying communications strategy was also suggested as a way of widening local understanding of the Vision's role.

19. Notwithstanding the need for clarity, some respondents went further to suggest that the Draft Vision had the potential to conflict with other existing plans and strategies. Some suggested the Vision should identify how it will manage conflict when it arises between the ambitions of the Growth Board partnership, and individual member organisations. Similarly, several submissions sought to understand how the Vision will manage conflict when the Guiding Principles, or outcomes of the Vision, might conflict in specific circumstances. Some suggested, for example, that not giving priority to carbon neutrality over ambitions for economic development and housing development might hinder that outcome, though others disagreed.

Responses received to the Draft Oxfordshire Strategic engagement exercise 2020/21

20. Typical examples of the responses received during the engagement concerning the Vision's purpose and usability are set out below.

- *The high-level outcomes identified address the three tenets of sustainable development, as defined in the NPPF. The challenge is of course delivering these outcomes simultaneously, and determining, where conflicts arise, which outcome (or outcomes) should take priority.*
- *(There is a need for) clarity about the relationship between the Vision and Oxfordshire Plan 2050.*
- *Economic growth and combating climate change are uneasy bedfellows.*
- *There will be inherent tensions and choices to be made in balancing the aspirations in the document, for example, achieving economic ambition set out in the Local Industrial Strategy and supporting significant housing growth whilst enhancing the natural environment and achieving carbon reduction.*
- *There is a need for a strong communication strategy and consideration needs to be given to how that will evolve over time.*
- *The document says nothing about what happens when these principles are in conflict, and how that conflict will be resolved, to ensure that the Vision is resilient. The same point applies where the Vision may be in conflict with existing plans and strategies that exist across Oxfordshire.*

PART 3: STRATEGIC VISION OUTCOMES

21. The Open Thought engagement exercise asked contributors to give their views on whether the outcomes in the Vision were the right ones for Oxfordshire. While respondents gave mixed and competing views on the extent to which specific outcomes should be emphasised or prioritised over one another, there was broad support for the seven outcomes. Many commented that the Vision had struck the right balance in seeking to deliver long term sustainable forms of development and create the environmental, social and economic conditions in which Oxfordshire can thrive. There was a strong sense from some contributors that certain outcomes should take priority over others, most often tackling climate change, though there was no universal view on which outcomes should take priority. This section of the report summarises feedback under three thematic areas which elicited the greatest level of response: Environmental Sustainability and Carbon Neutrality, Inequalities, and Transport and Digital Connectivity.

22. Typical examples of the responses received during the engagement concerning the overall outcomes identified in the Vision are set out below.

- *We have to create neighbourhoods and towns which are inclusive, have access to services and open space. Never has environmental, social and economic wellbeing been more important. It is essential that we create places which properly intertwine those three aspects*
- *Some of the outcomes are obviously the right ones, but not all. Others leave important questions unanswered. This is why I have had to say no, I do not agree with them].*
- *Your strong emphasis on improving the ecology, strengthening local communities, decreasing inequalities and combating climate change with local solutions is ambitious and necessary.*
- *The outcomes outlined in the engagement draft of the Vision statement rightly reflect the need for enhanced wellbeing, carbon neutrality and preserving the natural environment.*

Environmental Sustainability and Carbon Neutrality

23. The strongest theme to emerge among these responses concerned the importance of planning for a sustainable future in which Oxfordshire reaches carbon neutrality as soon as possible, while simultaneously making systemic changes to how we live and work in order to protect and enhance the natural environment, reduce waste and increase bio-diversity. The strength of conviction and sentiments expressed with regards to climate change and environmental sustainability and renewal were significant. Contributors welcomed the prominence of these issues within the Vision, while some felt it needed more emphasis and ambition in this area. Respondents often noted that environmental sustainability and recovery was integral to the success of other outcomes within the Vision, particularly relating to health and wellbeing. Some pointed to the value of employing circular economics - keeping resources in use as long as possible - as a means of reducing waste, reducing inequalities and promoting sustainable living.

24. Numerous submissions referred to the importance of meeting HM Government's stated aim of net zero carbon by 2050 as a minimum, and as many also called for much earlier local targets, as soon as 2025. Respondents explained that this was not a choice, but more an absolute necessity to preserve Oxfordshire's future. The responses also illustrated confusion and misunderstanding about what Oxfordshire's specific ambitions were relating to carbon neutrality. Those seeking emphasis said there should be greater references to withdrawing carbon from the atmosphere (sequestration) and planning for a carbon negative future. Some commented that tackling climate change should not be perceived as stifling economic development, and instead advocated that it provides an avenue for economic growth and innovation through zero carbon technology. Some however expressed that the economic ambitions within the vision were incompatible or fractious with the environmental ambitions.

25. Typical examples of the responses received during the engagement concerning environmental sustainability and carbon neutrality are set out below.

- *If we don't tackle the ecological and climate crises then everything else becomes, at best, a lot worse.*
- *Emphasis should be given to reducing Greenhouse Gas Emissions, banning fossil fuels and removing atmospheric carbon dioxide by, among other measures, natural sequestration.*
- *It is refreshing to see natural capital being taken seriously.*
- *It is considered that climate change is of the utmost importance… It is critical that we give people the opportunity to change the way we live.*
- *The key statement in all the notes for me is that of looking to be the first generation to leave the environment in a better state for our children than how we found it.*
- *Becoming carbon neutral is no longer optional given the context of climate chaos.*
- *The natural environment is not a luxury… These objectives, particularly, those relating to the countryside and carbon neutrality, play strongly to that end.*
- *Natural capital should quite rightly be part of the approach to tackling climate change.*
- *We should be more ambitious, looking at bio abundance and net carbon reduction.*
- *Not tackling climate change equals disaster. At the same time, measures that reduce climate change can also create a healthier, more pleasant environment and way of life for all. The vision recognises this.*

Responses received to the Draft Oxfordshire Strategic engagement exercise 2020/21

Economic, Health and Social Inequalities

26. Another strong theme from the feedback concerned the need for the Vision to give greater emphasise to the need to tackle economic, health and social inequalities. Some respondents expressed how large inequality gaps were stifling opportunities for people in accessing suitable housing, education and employment, and to predetermining a series of poor quality of life outcomes. One recent example given concerned the inability of some families to access appropriate online learning facilities for their children during the Covid-19 pandemic. There was also a strong desire to ensure that economic development happens in a way that is fair and inclusive of everyone.

27. Many responses highlighted that inequalities were universal across Oxfordshire in both rural and urban settings, while specific localities experienced this to a greater extent than others. Areas of deprivation, poverty and homelessness were all highlighted as areas of serious concern. Some highlighted that inequalities were an influential factor in determining health and wellbeing outcomes, and it should therefore take higher priority within the document, given how acute these challenges are for Oxfordshire. Amid these submissions was a broad desire to see the removal of discrimination within society and to improve equality for all.

28. Typical examples of the responses received during the engagement concerning inequalities are set out below.

   - *There is a correct and important stress on environment climate activity. However, poverty and inequality should be given a higher profile as they are the key drivers of public health. Digital connectivity is also vitally important.*
   - *Inequality, as a factor which is so pervasive and determinative of achieving the overall outcome of enhancing well-being, requires greater emphasis throughout the vision.*
   - *Whatever targets you set you should aim to address issues of inequality more rapidly than the others.*
   - *We would wish to see greater emphasis on economic development and tackling inequalities throughout the document.*
   - *Include more emphasis on ensuring no one in our communities is left behind.*
   - *Gross inequality of income and wealth and of worsening inequity is putting many households at the margins of our society in terms of quality of life.*
   - *Inclusivity is key. I want to see Oxfordshire be inclusive to everyone.*
   - *The document should also include reference to effective social care being vital to reduce inequalities.*

Transport and Digital Connectivity

29. A final key theme in the feedback related to the importance of planning for a more connected society. Specifically, complementing responses concerning climate change, many asked for the Vision to increase emphasis on reducing the demand for personal car use, while simultaneously encouraging zero carbon and active forms of transport. Respondents made numerous references to the importance of digital connectivity in bringing people, businesses and communities together, particularly considering the shift to virtual meetings and social events as a result of the Covid-19 pandemic. Accordingly, there were several explicit requests to give digital connectivity a higher profile within the Vision.

30. Some commenters expressed that the Vision needed a high-level strategic approach to ensure that developers built houses close to sites of employment, and that the Vision

Responses received to the Draft Oxfordshire Strategic engagement exercise 2020/21

should encourage working from home opportunities. The emphasis was principally about reducing the demand on physical transport infrastructure and boosting digital capacity and capability. Respondents mentioned that access to key services should be available through virtual means, and there should be improvements to access to the natural environment. Some also considered the development of autonomous and electric vehicles to be important for the future, though this was at odds with requests to reduce personal car use.

31. Typical examples of the responses received during the engagement concerning transport and digital connectivity are set out below.

- *In light of the opportunities arising from the response to and recovery from COVID 19 and local efforts to encourage more active travel as a means of reducing congestion and carbon emissions whilst improving health and well-being, the Vision should include greater emphasis on creating the conditions to facilitate more walking and cycling.*
- *I don't agree that physical connectivity and mobility is what we should be highlighting - what about digital connectivity and the ability to both live and work in diverse and flourishing communities?*
- *(We) support improvements in digital connectivity which enable an increasing proportion of activities to be undertaken virtually, reducing the costs and adverse effects of physical transport.*
- *The importance of digital connectivity should be emphasised. The rural areas in particular need better access to fibre to enable businesses to flourish and to better enable home working thus reducing car usage, which is high in the county in part due to the rural nature of the county.*
- *(A) highly relevant example is the delivery of better public transport and active transport options to facilitate the move away from private transport as the dominant mode.*

PART 4: A DEFINITION OF GOOD GROWTH

32. The engagement exercise asked respondents whether they agreed with the definition of Good Growth contained within the Draft Vision. Most indicated that they agreed with the definition provided often with specific minor amendments or changes in emphasis. Contributors welcomed the definition as a positive step towards better defining what they saw as a complex and sometimes contentious concept. Many responses said the definition achieved a balance between economic growth and environmental sustainability. Most respondents described the definition in positive terms by most respondents such as "common sense, laudable and reasonable," while a minority of views suggested that it "lacked detail, should be abandoned or is too vague."

33. The strongest theme emerging from the responses concerned the importance of preserving and improving the natural environment. Many respondents emphasised that growth must not have a negative impact on the environment, and that it should be used as a vehicle to improve the environment through, for example, biodiversity net gain (leaving habitats in an better state in which they are now). Accordingly, while some felt that the principles of sustainability were suitably engrained in the definition, others requested more emphasis on the importance of sustainable development and protecting the natural environment, such as ambitions for zero-carbon homes. Some submissions also said that quality of life and equality should have a greater emphasis within the definition. Another key theme was the importance of circular economics (maximising the service life of local resources), as explained earlier in this report. Many suggested that the Vision should embrace circular

Responses received to the Draft Oxfordshire Strategic engagement exercise 2020/21

economics as a way of mitigating environmental impacts and increasing economic inclusivity within Oxfordshire, with some providing links to studies and books on the subject.

34. There were also recurring themes, which are covered in more detail elsewhere in this summary. For example, several submissions explained that it was difficult to object to the definition because it offered a broad and positive view of growth, though a lack of measures to effectively evaluate how this growth is achieved was criticised. Some suggested that the definition of Good Growth or the concept of growth more generally created tension and friction between the Vision's outcomes, particularly with regards to carbon reduction and environmental enhancement. A few said the two were incompatible altogether. Among alternative terms to substitute for growth were prosperity and sustainable development. There were also suggestions that the Vision should take a similar approach in defining sustainability and resilient communities.

35. Typical examples of the responses received during the engagement concerning the definition of Good Growth are set out below.

- *The definition implies a balance between economic growth and a positive social impact which seems a very laudable objective.*
- *The definition of good growth covers the 'triple bottom line' of positive economic, environmental and social outcomes.*
- *Yes, I agree. Good growth has to be genuinely socially inclusive and environmentally sustainable embodying the principles of the circular economy.*
- *We have to move away from the emphasis of growth meaning more of the same, as in more material, consumption-based growth. We need growth to be associated with thriving - thriving communities with thriving people.*
- *I'd like to see a circular economic model which links in with your sustainability objectives but doesn't fully embrace them.*
- *It strikes the right balance while addressing a sustainable balance and growth.*
- *Whilst growth provides the opportunity to improve the living standards of all, ideally those most disadvantaged, doing it at the expense of the natural environment benefits nobody*

PART 5: STRATEGIC VISION GUIDING PRINCIPLES

36. The engagement exercise asked respondents whether they agreed with the 11 Guiding Principals set out in the Draft Vision, and for their wider views on their appropriateness for Oxfordshire. Respondents noted that the guiding principles were wide ranging and agreeable, and most responses indicated that they were the 'right' ones. However, as with the support offered to other sections of the Vision, there were often caveats and requests for emphasis. Many strongly supported the guiding principles, and in some cases, respondents said they aligned with the ambitions of other organisations responding to the engagement exercise. Some were more brief in suggesting that the principles "seem right" or "sound good."

37. Contributors spoke of the need to balance the principles in a pragmatic way to ensure that the Vision did not pursue one at the expense of another. There were also suggestions for additional or stronger guiding principles related to transport, sustainability and the natural environment. Some asked that the Vision used more active language to promote delivery against the principles, and this was most often linked to the natural environment. For example, one person said, "*there should be a principle to be active in promoting nature recovery not just valuing the 'natural capital' we have already.*" Another added that "*the Guiding Principles should seek not only to enhance Oxfordshire's natural capital assets, but*

Responses received to the Draft Oxfordshire Strategic Engagement exercise 2020/21

also to grow them." The emphasis was to be bolder and more ambitions in the language used throughout the principles. As a cross cutting theme in the responses, several contributors said it was hard to quantify and measure achievements against these principles because of their abstract or broad nature. This summary covers the issue of measurability and evaluation later.

38. Typical examples of the responses received during the engagement concerning the Guiding Principles are set out below.

- *They reflect current and contemporary concerns on a wide scale, but can also be addressed and personalised on a small scale which makes them inclusive and facilitates greater involvement and ownership.*
- *Seem reasonably well balanced, would like even greater focus on solving the biodiversity and climate crisis.*
- *We particularly support the guiding principles that expect high-quality development and will deliver homes that meet the needs of current and future generations.*
- *The references to wellbeing are supported, particularly the importance of mental wellbeing in Guiding Principle 2, given the current situation pertaining to the pandemic.*
- *They are well thought out and address the needs of the population whilst striking the balance of protecting the natural environment and resources.*
- *They offer a route to a happier and healthier lifestyle, that is sustainable both economically and environmentally.*
- *They reflect national and international concerns such as climate change, equality and diversity, mental health, community, economy and homelessness. They also interlink and connect with each other so there's cohesiveness.*

Examples of alternative guiding principles offered by respondents

- *We will safeguard and promote accessibility while diminishing the adverse effects of transport.*
- *We will reduce emissions within the county to net zero by 2030 - making efforts to reduce 'imported' emissions.*
- *We will manage the location and design of new developments including supporting facilities so as to reduce the need to travel, especially by car, and to promote the use of shared and active modes.*
- *We will continue to manage road space to give priority to the needs of sustainable modes.*
- *We expect to manage the introduction of autonomous vehicles so as to improve the overall efficiency and safety of traffic movement and reduce inequalities amongst people and places otherwise experiencing limited accessibility.*

PART 6: OXFORDSHIRE'S DIVERSITY AND THE NEED FOR SPECIFICITY

39. There was a strong and overarching feeling from respondents that the Vision needs to be more Oxfordshire specific. Responses highlighted that Oxfordshire is an inspiring, diverse and unique place in many respects, having world leading strengths, but also facing some significant place-based and socio-economic challenges. The county has wide-open spaces and dense urban areas, each home to sites of international importance. Respondents felt that the Vision needed to better reflect the diversity of the urban and rural environments, increasing specificity about Oxfordshire, its assets, and the diversity of its people and institutions.

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40. As one respondent summarised: "*Having a Strategic Vision for a place which reflects the particular characteristics of the place is more likely to be useful.*" Another suggested that the Vision should still be identifiable as Oxfordshire when it removes all references to the county, as a test to ensure specificity. At the centre of these responses was an acknowledgement that a fuller understanding of the county's specific circumstances, strengths and challenges should lead to a more tailored and focussed Vision.

Rural and Urban Spaces

41. Several responses said the vision should include greater reference to the City of Oxford, as a dense urban area with a unique historic core, rich natural environment and vibrant cultural offer. The city also has greater ethnic diversity among its population than neighbouring districts, as well as a significant student population, who attend world leading research institutions, which in turn employ a significant proportion of the county's population. Submissions highlighted that the Vision celebrate this and ensure it has a role in shaping a more specific place-based vision for Oxfordshire.

42. A similar balance was given in responses asking for the Vision to celebrate the rural character of the county and distinguish its importance. As one respondent explained: "*As Oxfordshire is the most rural county in the South-East Region, it would be helpful to recognise the challenge this provides in terms of our rural population's accessibility to services and facilities.*" Other contributors similarly echoed this view. Across rural and urban spaces, some respondents also wanted the Vision to recognise the unique historic assets that exist within the county, and their relationship with the natural environment and local economy.

Businesses and education

43. Some representations drew out the importance of local businesses and education institutions, their diversity, and in many cases, world leading significance; recent successes with the Oxford-AstraZeneca Vaccine being one of many examples. Comments highlighted a relative absence of references in this regard. Responses were unequivocal that the Vision should specifically refer to, and situate, Oxfordshire as a place of global significance. Some respondents were clear however that a focus on world leading innovation should not imply exclusivity. Respondents highlighted that these assets make Oxfordshire incredibly unique, important to the national economy, and a place to be celebrated. One submission pointed out the capacity for local businesses and institutions to help Oxfordshire meet the ambitions of the vision.

Challenges and Opportunities

44. Contributors explained that drawing out Oxfordshire's diversity and assets would help to better contextualise the acute challenges and opportunities that exist for the county. Accordingly, this would support a stronger and more robust rationale for the Vision's outcomes. There were several strong responses asking for increased emphasis on providing high quality, efficient and affordable homes, in the right places for residents; a challenge that is more critical for Oxfordshire than in many other areas. Some expressed that this challenge was particularly sharp for younger people and older people, and that the vision should focus on addressing the challenges for future generations.

45. Respondents raised the strain placed on road infrastructure and the need to reduce congestion as a specific challenge for the area, together with the emissions and wider disbenefits generated from personal car use among a large commuter population. Again, respondents expressed this to be a more significant challenge for Oxfordshire than in other areas. Many emphasised however this issue provided a real opportunity to rethink our approach to movement, travel and connectivity in Oxfordshire. This included creating the conditions to facilitate more walking and cycling, reduce travel times, and prioritise public transport while discouraging car use. At the same time, responses highlighted challenges relating to broadband access and speeds for both rural and urban communities, stifling opportunities to develop a better digitally connected society and economy.

46. As a strong theme explored elsewhere in this summary, comments repeatedly referenced economic, health and social (including education) inequalities as serious challenges for Oxfordshire's future, which often linked to challenges with housing affordability and availability. Respondents expressed wealth and health disparities across the county were severe and called for greater economic inclusivity and access to opportunities for all. In addition, comments often referenced inequality of access to green open spaces, leisure facilities, and Oxfordshire's unique natural and cultural heritage assets. Respondents highlighted several other thematic challenges were as Oxfordshire-specific by respondents, included funding for public services, caring for and housing an ageing population and utility stress.

47. Typical examples of the responses received during the engagement asking for the Vision to be more Oxfordshire specific are set out below.

- *I am surprised at how little attention is given to the role of the City of Oxford. It clearly has a functional economic area surrounding it that is long established and of national importance. The new Plan should seek to build on that success, not ignore it.*
- *There is no mention of the historic environment, the county's architectural and archaeological heritage, the vernacular architectures of our towns and villages.*
- *Oxfordshire is an important and productive farming area yet is not mentioned even once in the document… the rural economy is ignored.*
- *The outcomes are positive in principle but come across as quite generic and could be more spatially specific and related to strategic issues that Oxfordshire faces.*
- *The present draft is not embracing and building clearly on Oxfordshire's unique national and international assets and is, therefore, indistinguishable from any other area… Equally, the draft omits in any meaningful way Oxfordshire's position as a global innovation hub and the opportunities this brings.*
- *The most important outcome is to deliver homes in sufficient in numbers, location, type, size, tenure and affordability to meet the needs of residents.*
- *The document must include more references to Oxfordshire's educational assets such as its world class universities and the schools in the county.*
- *(I) would like to see more specific reference to 'diversity' in all senses.*
- *We are very concerned that the present draft does not reference nor acknowledge businesses.*

PART 7: DELIVERY AND EVALUATION

48. The Open Thought platform asked contributors how they would want to see progress measured against the outcomes identified in the Vision, and the speed at which to meet targets. There was a strength of feeling that success against the Vision's ambitions would

be difficult to quantify and evaluate because of their broad and abstract nature in some instances. Several comments suggested how this might be done.

49. There was a slight balance in favour of taking a quantitative approach to measuring success. For example, many asked for key metrics and performance indicators. Some however said that a qualitative approach would be best, based on measuring public opinion. Despite the challenges identified in evaluating the Draft Vision, respondents gave were numerous examples given of quantitative metrics that the Vision could use, and that it could review on an annual basis. There was an emphasis on using measures that were SMART (Specific, Measurable, Achievable, Realistic, Timely), already established within the county, and recognised as universal indicators globally.

50. Some asked for a more nuanced approach to measuring success. Many advocated that the best way to measure success would be through asking residents directly for their views. Specifically, a few suggested that citizen assemblies, focus groups and neighbourhood forums would be a good way of understanding local satisfaction against the Vision's ambitions. Commenters expressed matters of wellbeing and happiness to be complex and multifaceted issues which through key performance indicators might not reasonably measure. One respondent suggested monitoring how the Vison has influenced wider plans and strategies to measure progress, and another said progress should be categorised under the parameters of human, environmental and economic welfare.

51. Typical examples of the responses received concerning delivery and evaluation of the Vision are set out below.

- *It will be very difficult to quantitively measure but qualitatively you will know by the satisfaction of new residents and if people are travelling sustainably.*
- *There is a need for a qualitative assessment of happiness of communities.*
- *Index the number of homes with solar panels, the number of electric car charging points, air quality, broadband speed, school class sizes, child poverty / food back usage, and average commute times.*
- *The Vision should be measured qualitatively through neighbourhood and citizens' assemblies.*
- *We should include a metric on the impact on future generations.*
- *Digital connectivity is urgent and could be easily measured.*
- *Defra metrics e.g. farmland and woodland bird index, butterfly index, extent of priority habitats in good condition or re-created.*
- *Publishing KPIs that are evaluated and reviewed on a 5-year rolling basis.*
- *Set clear goals i.e. annual carbon emissions measured against targets, put resources into properly quantifying biodiversity values (i.e. species diversity and abundance) and measure annually against net gain targets.*

PART 8: YOUTH ENGAGEMENT

Colleges

52. Alongside Open Thought, officers made special effort to engage with young people on the Strategic Vision. Working with staff from City of Oxford College and Abingdon and Witney College, officers devised a targeted and tailored workshop that sought to inform young people on the Vision and gauge their thoughts on the document. Students at City of Oxford College took part in the 45-minute workshop, held virtually with on December 11. Abingdon and Witney College students participated on January 19. A remote survey version of the session was also distributed to members of Voice of Oxfordshire Youth – a countywide

Responses received to the Draft Oxfordshire Strategic engagement exercise 2020/21

forum of young people aged 11 – 18 and up to 25 with additional needs. In total, 76 young people responded.

Outcomes

53. The workshop asked young people how much they agreed with each of the seven outcomes. There was broad support for all of the outcomes, with having a "happier, healthier and more equal" society and "greater connectivity and mobility" scoring the highest. The session then asked students to rank the outcomes in terms of importance. Improving our natural environment ranked highest, with creating a healthier, happier and more equal society second highest. Creating a strong sense of community and greater connectivity and mobility ranked least important. When asked if there was anything young people believed was missing from the outcomes, many responded that mental health needed to be a prominent part of our outcome looking at health. This included the provision of support and education around mental health issues. They also mentioned more job opportunities and housing availability for young people.

Which outcomes are most important to you? *(Slide from Abingdon and Witney College engagement session)*

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COVID-19

54. This section asked students to consider some of impacts the pandemic has had on their lives and how the Vision might reflect this. Firstly, the workshop asked young people what they missed most during lockdown. Friends and family featured prominently, as did social activities including attending college, going on holiday, shopping and simply going out. Officers then asked respondents if there was anything they value more since lockdown started. The students frequently mentioned family, along with exercise, nature, walks and going to college. When asked if they felt more or less connected during lockdown, the majority felt less connected (47%) with 30% feeling more connected and the rest feeling no difference. When asked what changes they have made during lockdown they may continue with in the future, most mentioned some form of exercise or self-care such as learning new skills and hobbies or enjoying activities that made them feel better.

What three things do you value more since lockdown? (Slide from Abingdon and Witney College engagement session)

Success

55. This section sought to better understand how young people might consider any vision as successful in the future and what sort of metrics officers could use to measure that. Asked what happiness meant to the respondents, most mentioned love, health, stability, family, friends, and positivity. The exercise then asked what wellbeing meant to them. Mental health, positivity, stability p particularly financial, love, and exercise were the most used terms. When asked what success meant to them, respondents mostly said happiness, financially stable, and a good job.

Responses received to the Draft Oxfordshire Strategy engagement exercise 2020/21

In a word, tell us what happiness means to you. *(Slide from Abingdon and Witney College engagement session)*

How far and how fast

56. The final section looked at how far and fast we should consider each outcome. The workshop tasked respondents with distributing "virtual money" to each outcome as they saw fit, with only a limited amount available. Most wanted to put resources into improving our natural environment and making society healthier, happier and more equal. The students also gave the virtual money to having energy efficient homes and reducing carbon emissions, while creating a strong sense of community attracted the least resources. Officers then asked the groups how quickly the Vision should seek to achieve each outcome. They said improving our natural environment and having well-designed energy efficient affordable homes were the outcomes that should be achieved quickest, followed by reducing carbon emissions and creating a healthier, happier and more equal society.

Bearing in mind your previous answer, how quickly should we aim to reach each outcome? *(Slide from Abingdon and Witney College engagement session)*

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Responses received to the Draft Oxfordshire Strategic engagement exercise 2020/21

57. Final thoughts submitted by the young people reiterated the need for more mental health support, creating a more equal society through eradicating homelessness and poverty and everyone being able to access the same opportunities, and providing stability in the future. Respondents appreciated that they had the opportunity to give their views and hoped officers would considered their views as part of revising the final Vision.

58. The impact of Covid was clear in young people's responses. The biggest message was that mental health needed to be a central part of the Vision. This included provided more support for mental health, more education around mental health, and ensuring access to green spaces and the ability to exercise to help improve mental health. Linked to this was the over-riding feeling that young people wanted stability in the future, understandable given the huge disruption in their lives. The Vision provides an opportunity to offer them the positivity they crave for their futures, with the promise of a stable job, access to affordable housing and being able to socialise with friends and family.

University

59. In addition to the college sessions, officers held a special virtual workshop with students from Oxford Brookes University on November 5. The students came from two courses: BA Planning and Property and BA Urban Design, Planning and Development. They were all third-year undergraduates doing the Strategic Planning & Policy module and in total about 50 students joined the session.

60. Officers asked the students to discuss and feedback on the following questions:
    1. Are these the right outcomes for Oxfordshire?
    2. What needs to be done to achieve these outcomes?
    3. What should our targets look like – how far & how fast?

61. The overall priorities were creating places that allow healthy lifestyles (in the widest sense and including because it reduces demands on public services), an economy that provides good job prospects, and a green economy with a reduction in carbon emissions and congestion.

62. Students thought high-quality community green space was really important, along with quality public space in the built environment. Some mentioned the importance of mental wellbeing and mindfulness in this context. The students also linked green infrastructure with physical exercise, biodiversity and food production (allotments, private gardens). The right mix of housing in terms of tenure, type and size was important, with affordable housing a priority, along with a need for homes for the elderly. The need to improve space standards was strongly emphasised.

63. Respondents thought smaller communities were better in terms of creating a sense of community. Homes needed to be fit-for-purpose for the long-term (e.g in terms of climate change and adaptability as people's need change). There were lots of references to the importance of community assets. The students thought it important that planning of places and services was long-term, co-ordinated, clean and green. In terms of reducing carbon emissions, the students suggested there was more scope to reduce reliance on the private car and/or to use electric vehicles, improve fast broadband, and use principles from the 20-minute neighbourhood concept.

PART 9: LIMITATIONS AND LEARNINGS

The draft Strategic Vision is a high-level overarching document considering the kind of place that Oxfordshire should be over the next 30 years. Context is also vital when considering the number of responses. We are in the middle of a pandemic that has seen huge shifts in lifestyle and uncertainty over both people's short and long-term future. In such circumstances, the initial challenge is cutting through the Covid coverage to make people aware of the draft Vision and the engagement exercise. There is clearly also difficulty in asking them to consider a wide-ranging document that looks decades into the future while many are struggling to simply get by day-by-day.

64. A combination of pandemic restrictions, timeframes and efficiency meant officers hosted and promoted the engagement exercise online. This unfortunately results in excluding those who are either not able to get online or who are not comfortable using IT. Statistically these are likely to be older people and those from disadvantaged backgrounds. This needs to be taken into consideration when analysing the responses received.

65. While direct emails were the largest source of users to the Open Thought site, analytics show about 45% of all subscribers opened the email inviting them to take part in the draft Strategic Vision engagement, and about 17% clicked on the link to take them to the site. Future work is needed in establishing what can be done to increase both of these rates to further the reach of our engagement.

66. Similarly, there were 1,839 views of the online form on the Open Thought website, and 708 starts, but 115 responses (including two tests) meaning a response rate of 16%. Timeframes meant extensive testing and refinement of the form was not possible, however there is clear room for improvement in future engagement exercises to increase the response rate.

67. There were a handful of respondents who appeared to confuse questions and responses, as well as a small number who it seems attributed low scores to outcomes they wanted to prioritise the most, rather than a high score. These anomalies are negligible in regards to altering the wider interpretation of responses in the engagement, but quantitative measurements have not been included in the report as a result. They will also be considered in the evaluation of the online form.

PART 10: CONCLUSIONS

68. The Strategic Vision engagement exercise set out to ask the public and partners for their views on the Draft Oxfordshire Strategic Vision. The feedback demonstrates strong support for the principle of establishing a Strategic Vision for Oxfordshire, and for the ambitions set out within the document. This includes support for the Outcomes, Guiding Principles and definition of 'Good Growth.' There were however a range of suggestions for increasing emphasis and ambition, most often in respect of tackling climate change, protecting the environment and tackling inequalities.

69. Respondents wanted to see the Vision take a more tailored approach to the challenges and opportunities facing Oxfordshire, and for it to make more of the unique people, places and assets within the county. A significant number of responses indicated concern over how the Vision would be evaluated and delivered, most often because the Vision's intent was considered broad and wide ranging, and therefore difficult to measure. Finally, many said

that there needs to be greater clarity about the Vision's status, and its relationship with other organisational strategies and plans; particularly where tensions might arise between the two. A small minority of responses had more fundamental critiques of the Vision, most often related to deliverability and the perceived tensions between delivering good growth and the environmental ambitions within the document.

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Oxfordshire Growth Board Environment Advisory Group
Terms of Reference

1. Purpose and Objectives

1.1 The purpose of the Environment Advisory Group is to act in an advisory and consultative capacity to the Growth Board and provide strategic oversight in the development and delivery of key projects and programmes within its remit.

1.2 The Advisory Group will work on the principle of consensus in advising the Growth Board, whilst at the same time each member will act as the individual lead and conduit, both to and from the authority and sectors they represent.

1.3 The Advisory Group will operate within the remit set by the Growth Board. Their role is to:

1.3.1 Broaden engagement and involvement of the constituent councils in key areas of the Growth Board's work and ownership of each constituent council's part in the delivery of Growth Board programmes.

1.3.2 Provide strategic oversight and advice in the development and delivery of the Growth Board's programmes, helping to align cross cutting activities and priorities across.

1.3.3 Provide a councillor forum in which to examine and discuss strategic environmental issues in more detail and develop understanding and knowledge, drawing on opportunities to co-opt and engage with wider partners and sector experts to inform Growth Board programmes.

1.3.4 Horizon scan across the breadth of environmental issues, enabling the identification of gaps in the Growth Board's approach to its climate and ecological ambitions, and to advise in addressing those gaps.

1.3.5 To develop areas for joint work across the Growth Board partnership to address key growth challenges and inform policy development.

1.4 As an advisory body, the group does not have decision making powers but will advise and make recommendations to the Growth Board on the areas outlined

2. Membership and appointments

2.1 The Advisory Group will comprise of at least one executive member from each of the partner authorities which has relevant responsibilities, plus a chair appointed by the Growth Board. The partner authorities are as follows:
- Cherwell District Council
- Oxfordshire County Council
- Oxford City Council
- South Oxfordshire District Council
- Vale of White Horse District Council
- West Oxfordshire District Council

2.2 The Chair of the Advisory Group will be drawn from the voting membership of the Growth Board.

2.3 Each partner authority shall appoint one executive substitute member for each Advisory Group, who can substitute for their member as required. The substitute member shall have the same rights as the member for whom the substitution is made.

2.4 Given the breadth of issues under the environment umbrella, it is expected that the group will engage, and operate in partnership with, wider partners and experts as required.

2.5 Co-opted non-voting members may be appointed for specific items or a period of up to a year by the Advisory Group with the agreement of the voting membership of the Growth Board.

2.6 Where the Chair is unable to attend a meeting, but still wishes for it to progress, the Group may elect a Chair for that meeting only.

3. Role of the Chair

3.1 The Chair must act in an independent and facilitative capacity to organise the Group's activities in support of the objectives of the Growth Board. At all times, the Chair must use their discretion to act in the interests of Oxfordshire and the Growth Board, and not of their own political group or local authority area.

3.2 The Chair will manage meetings in accordance with the Group's terms of reference, and provide leadership and direction to the Group in an open and transparent manner.

3.3 The Chair will report directly into the Growth Board on the work of their Group as agreed. In reporting to the Growth Board, the Chair will present the views of the Group, and not necessarily their own views.

3.4 The Advisory Group is not a decision making body, and the Chair should aim to reach a consensus on matters under discussion. Where a consensus cannot be reached, the Chair shall present the split views of the group to the Growth Board.

3.5 The Advisory Group should be mindful of the work of the Growth Board Scrutiny Panel and any other Advisory Groups to avoid any duplication of work. The Group should also be mindful of any work it may require of officers, and the impact this may have on existing priorities.

4 Role of Members

4.1 In addition to contributing to the overall role of the Advisory Group, members will be a proactive conduit between the work of the Group and their respective council. This might include, for example, providing regular updates to their own council on the work of the Group.

5 Meeting Arrangements

5.1 The Advisory Group will meet in accordance with a schedule of meetings that satisfies the requirements of the relevant programmes of work. The notes of a meeting will be drafted and included in the agenda for the next available Growth Board meeting.

5.2 Meetings may be rearranged, cancelled or additional meetings scheduled with the agreement of the Chair of the Advisory Group.

5.3 The quorum for a meeting shall be three members. Non-attendance of partner authorities shall not affect the legitimacy of an Advisory Group's conclusions. However, where the effect of a particular consideration would give rise to contractual or financial implications for a partner authority that is not in attendance, or if their views cannot be obtained, then this fact will be reported to the Growth Board.

6 Access to information

6.1 It is expected that the Advisory Group will have the right to see the same information as that of the Growth Board when advising on any given issue, in order that an informed view can be made.

6.2 The Advisory Group will meet in private and the meetings will not be subject to the provisions of s100 of the Local Government Act (LGA) 1972 as amended by The Local Government (Access to Information) Act 1985. However, the conclusions of the Advisory Group shall be conveyed in public to the Growth Board at each of its meetings, except in circumstances where the matter under consideration contains exempt or confidential information, as set out in the Local Government Act 1972 (as amended).

6.3 The Advisory Group's agendas and associated written reports will be circulated to the members of the Advisory Group, and the designated officer of the respective partner authorities, at least three clear working days before the meeting. Non adherence to this principal however will not invalidate a meeting.

6.4 The work of the Advisory Group will not be subject to scrutiny by the Joint Scrutiny Panel, although their notes will be available to Scrutiny to comment on as published reports to the Growth Board.

7 Work Plan

7.1 The Advisory Group will establish a forward Work Plan of matters to consider, which will be reviewed at each meeting. The development and management of the Work Plan will be led by the Chair, having regard to the requirements of the Growth Board, the advice of the Housing and Growth Deal Programme Board and Executive Officer Group, and the wishes of the Advisory Group.

7.2 The Work Plan will set out the matters to be considered, and the date at which they are to be considered. Through its work plan, the Advisory Group will have a specific role in:

a) Horizon scanning, seeking to identifying opportunities for collaboration on joint projects and programmes which support the delivery of the Board's Vision, and specifically its environmental ambitions.

b) Providing advice concerning the delivery of the Oxfordshire Growth Board's programmes.

c) Provide advice on strategy and vision, and how this translates into the delivery of the Growth Board's work

d) Acting as a conduit for new innovative thinking, sharing best practice and catalysing partnership working.

e) Advising on and involving external environmental contributions to the Growth Board's work

f) Acting as a sounding board in the development of Executive Officer Group proposals for the Growth Board

g) Providing advice to the Growth Board concerning forthcoming issues, acting in support of the objectives of the Growth Board, and considering any additional matters that the Growth Board requires of them.

7.3 In prioritising its work plan, the group should consider the full breadth of environmental issues. This includes, but is not limited to, for example: air quality, water, woodlands and trees, agriculture, nature recovery, waste, transport, green space, carbon reduction, energy, retrofitting buildings and biodiversity.

8   General principles

8.1 Each partner authority agrees to support the purposes of the Group by ensuring that in their own decision making, they collaborate and cooperate with one another in an open and accountable manner in the interests of the whole of Oxfordshire, whilst acting in good faith. The Group will be formally constituted as a sub-group of the Growth Board.

8.2 The joint management of the Advisory Sub Groups will be conducted in such a way that no authority's capacity to deliver day to day services is disadvantaged more so than another through their commitment to the Advisory Sub Groups.

8.3 The normal rules as to declarations of interest will be applied to local authority members in accordance with the respective Council's Code of Conduct.

8.4 The Growth Board may amend these Terms of Reference or discontinue the work of the Advisory Sub Group at any time.

Divisions Affected - All

CABINET - 20th APRIL 2021

HIGHWAY MAINTENANCE CONTRACT EXTENSION

Report by Corporate Director for Environment & Place and Corporate Director , Commercial Development, Assets and Investment

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**

    (a) **Support an extension to the highway maintenance contract by two years to the end of March 2025.**

    (b) **Delegate authority for the completion of the extension and associated Framework Alliance Contract (FAC) to the Corporate Director for Environment & Place in consultation with the Corporate Director of Commercial Development, Assets and Investment, and the s151 Officer.**

Executive Summary

2. The County Council needs to make a decision on whether to grant a two-year extension to its highways contract. This report sets out the options that are available to the Council and recommends an extension is granted, subject to both parties committing to a programme of service improvement, cost reduction and social value enhancement.

3. That due to the continuance of the basic structure of the existing contract and an enhancement of the savings in the new contract, that it is appropriate to delegate the completion of the extension and associated contract to the key Council Officers.

Background

4. Skanska is currently contracted to deliver highway maintenance activity; this is expected to transfer to M-Group Services ltd as part of a divestment by Skanska of its highway maintenance services on 31st April 2021. All necessary due

diligence and assessment has been undertaken and confirmed as acceptable. Novation terms have also been agreed.

5.   The original term maintenance contract was awarded to Atkins on 13 Jul 2010, which was subsequently acquired by Skanska on 4 October 2013. The contract was for 10 years from 1 April 2010, with up to a further 10 years' worth of potential extension linked to performance. Due to extensions either awarded or revoked, there is currently only a further 2 years of extension available. The contract is currently due to end on 31st March 2023. If this last available extension was awarded, it would mean the contract would end 31 March 2025.

6.   As well as standard maintenance activity, the term maintenance contract is also being used to deliver new infrastructure below the OJEU works limit.

Current Performance & Value for Money

7.   Skanska's performance is measured through a suite of 27 operational performance indicators. These are monitored on a monthly basis and impacts on the ability to retain the full profit fee of the contract. The running average of overall performance for this year to date is 88%. Key deliverables that will form part of the Annual Report for 2020/21 is shown in Annex 1, including a summary of the operational indicators on page 7.

8.   As part of pricing works, Skanska undertake "mini competition" exercises to ensure they have obtained a true market value tender for the works. We also use knowledge of other authorities' costs to ensure it is comparable to other regional costs.

9.   Measuring an authority's efficiency of spend is a difficult metric to benchmark due to a vast variety of factors, including; contractual, condition, traffic loadings, wages etc. The most reliable methodology developed to date, with the greatest number of participating authorities (92) is the National Highways & Transport (NHT) Network's "Normalised Cost" Methodology.

10. Normalised Costs are derived from the analysis by adjusting an authority's actual cost (£/Km) to reflect the characteristics of an average authority. An authority's resultant normalised cost can be compared directly with the normalised cost of any other authority in the Network on a similar basis to traditional unit cost comparisons. An authority's normalised cost is derived by dividing the authority's actual cost (£/km) by each of the authority's cost adjustments in turn; size, traffic volume, road condition, wages and public satisfaction.

11. Oxfordshire's 2019-20 Normalised cost (latest available figures) are detailed in the table below:

Oxfordshire	Lowest Cost	Average Cost	Highest Cost
£3,854	£3,534	£4,018	£7,642

This places Oxfordshire comfortably above average, when benchmarked alongside other authorities. Oxfordshire has consistently performed well in this area since the measure was introduced in 2013/14.

Normalised Cost (£/km)
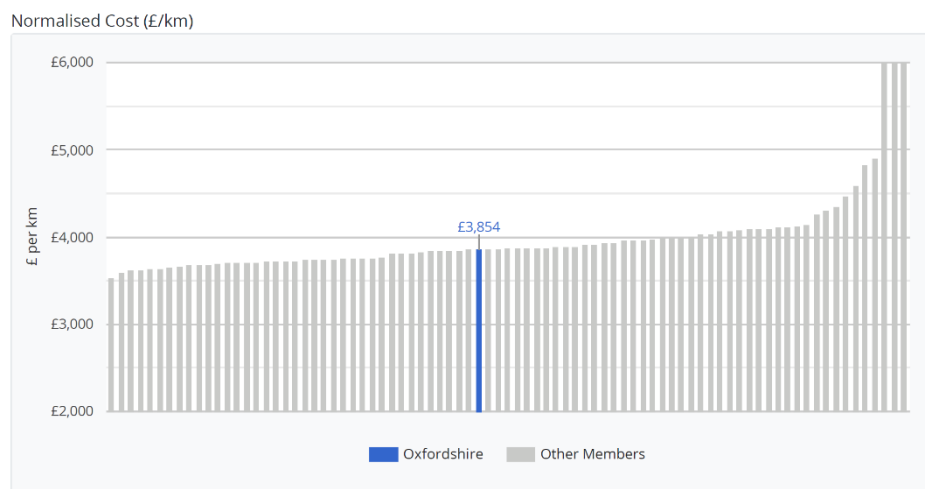
Rationale for recommending an extension

12. Skanska are currently achieving their performance targets and provide good value. However, we believe more can be achieved by working together and doing things differently to deliver cost reduction and improvements in highway service delivery if we were to extend.

13. The main benefits we have identified include:
    a) Greater programme certainty and collaborative works planning
    b) Different methods of construction and materials
    c) Refinements to process and ways of working
    d) Carbon consumption reductions
    e) Skills and Training enhancements

14. These opportunities to achieve improved best value will be formalised and enforceable through a Framework Alliance Contract (FAC). This agreement is being drafted by an external legal advisor and will be finalised before an extension is agreed and would cover the last three years of the contract if extended.

15. Skanska's highway maintenance business is currently in the process of being sold. The proposed new buyer is M-Group Services who are looking to create a foothold into this market sector through the purchase of the Skanska division that are currently delivering this contract and highways services in the UK. As such, any extension agreement will be with M-Group Services rather than Skanska. It is not expected that this will have a bearing on an extension decision but clearly needs to be known before a firm commitment to extend is made.

16. There are a high number of other local authorities who are likely to be going out to market for provision of highway services in 2023, as well as a number of larger highway construction projects being tendered within this timeframe. The

market is therefore likely to be saturated and will not result in Oxfordshire achieving the best possible contractor/s.

Procurement considerations

17.   We have explored the options available to us should the decision not to extend be made. In Summary the position is:

   a) Procure a brand-new Highways contract
       This is possible to achieve providing the contract procured is standard or similar to our current arrangements. Timeframes would be tight if we are seeking to adopt a different approach / contract to how we currently deliver the highway maintenance service.

   b) Use of different existing frameworks available to the council
       This would be possible in the short-term as a stop-gap if required but not sustainable or attractive longer-term. It is likely to be relatively expensive and resource intensive.

   c) Working with Neighbouring Authorities to use their Highways Term Maintenance contracts
       We have explored if we could use neighbour authority contracts but to date have not found any that we could access from April 2023.

Re-procurement of a new Contract

18.   To help explore options for what a new contract could look like (whether it be in 2023 or 2025) we have commissioned Proving Services from Cranfield University to support us. They are also working with other local authorities who have contract decisions to make over the next few years.

19.   Proving Services have developed a methodology to help authorities assess the relative merits and deliverability of a broad range of potential service delivery options. To complement this work, Proving have also undertaken an extensive consultation with the highways sector provider market to gain a comprehensive understanding of the market's views on the future of the sector and the types of contract and relationships providers wish to see going forward.

20.   A range of different delivery models are being assessed against the following strategic deliverables.
   (a)   Community engagement and empowerment enabling local decision making and influence on our programmes of work and local design.
   (b)   Strive to deliver Right First Time, delivering best value and high quality (technical and perception) workmanship.
   (c)   Drive Innovation (methods, equipment and materials) to support efficiency, improved life, and carbon/climate agenda.
   (d)   Greater emphasis and consideration of walking, cycling and bus within everyday prioritisation / decision making to improve healthy living and sustainable travel.

(e) A safe, serviceable and sustainable network that is fit for purpose for all users under all conditions and supports the development of the local economy.

(f) Sustain a financially resilient service that delivers best value with the resources available.

(g) Develop and sustain collaborative partnerships that deliver the objectives of all partners.

(h) Attract, develop, empower and retain the best people capable of driving a dynamic and agile service.

21. The different delivery model options being explored cover a broad range and cover considerations such as; a similar arrangement we have now, a greater level of in-house ownership and possibly delivery, consideration of different partnership models.

Corporate Policies and Priorities

22. Linking the extension with an enhanced partnership through the Highways Alliance Contract enables a greater ability to help delivery aspects of the Corporate Plan priorities, in particular improvement to place and the local environment.

Financial Implications

23. The expected value of works through the term maintenance contract for remaining years is shown below. The figures are estimates based on the current approved capital forward programme and expected future revenue funding (including the proposed savings).

	2022/23	2023/24	2024/25
Maintenance (Capital)	£27m	£30m	£13m
Maintenance (Revenue)	£10m	£10m	£10m

24. It is expected that the benefits achieved as part of the Framework Alliance Contract will realise some additional financial savings to the council, it is anticipated this will be a minimum of £250k pa over the 3-year period of the FAC. This is made up from expected savings across the different FAC work strands mentioned, with majority of this is expected to be capital. This will be finalised as part of detailed negotiation on the FAC.

Comments checked by:
Rob Finlayson, Finance Business Partner, Rob.Finlayson@Oxfordshire.gov.uk

Legal Implications

25.   There are minimal legal implications to this extension in that we will be extending the existing contract and its terms for the remaining two-year period. However, the new FAC contract will sit as an umbrella legal commitment to encompass the savings and other benefits identified earlier and tie in any new procedures that are being developed to make the new changes work.

        Comments checked by:
        Sarah Hayes, Solicitor, Sarah.Hayes@Oxfordshire.gov.uk

Staff Implications

26.   There are no staffing implications as this is purely an extension of the existing contract.

Equality & Inclusion Implications

27.   None. The associated policies which impact on service delivery will remain the same.

Sustainability Implications

28.   There are a number of sustainability benefits that we are seeking to tie into the new extension these are:
        (a)   A commitment to increase the use of hybrid and eventually electric vehicles for future development of its fleet
        (b)   Using Oxfordshire to trial electric plant and tools
        (c)   An increase in the recycling of and waste tarmac and the use of recycled and low carbon products at Drayton Depot.

Risk Management

29.   It is considered that the lower risk option is to extend the existing contract as it will provide a low-risk way of testing new ways of working and delivery models whilst we shape what a new highways delivery mode/contract may be structured.

30.   The novation agreement that is currently being negotiated for the Sale of Skanska is aiming at ensuring that the liability for normal defects, latent defects and third-party claims will continue with either M-Group or the existing suppliers so there is limited risk exposure for the sale. By means of the extension this liability will continue with the Contractor in the same way for the extension period.

Consultations

31.   No consultation has taken place or is planned. It is not considered necessary for this decision.

BILL COTTON   STEVE JORDEN
Corporate Director   Corporate Director
– Environment & Place   Commercial Development,
                                   Assets and Investment

Annexes: (1) 2020/21 Highways Contract Annual Report Summary
Background papers: Nil
Other Documents: Nil

Contact Officer: Paul Fermer, Assistant Director – Operations
                        Melissa Sage, Head of Procurement

31st March 2021

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Oxfordshire Highways Services Contract

Annual Report Summary

March 2021

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SKANSKA OXFORDSHIRE COUNTY COUNCIL

Annual Report Overview

Executive Summary 19/20

Delivery

£46,192,962	:	Value Delivered
100%	:	Client Issued Works Delivered
1,000,000m2	:	Carriageway Treated
37,092	:	Safety Defects Repaired

Innovation

8No.	:	Innovations introduced in 2019/20
Collaborative Planning	:	£60,000 Saving :15 Days Rd Closure Reduction
Power Bi Reporting	:	Improved Reporting to support Service Delivery

Quality

99.20%	:	Works Delivered Right 1st Time
99.95%	:	Safety Defects Delivered Right 1st Time
86.30%	:	OPI Compliance (highest to date for the 2nd year running)
11No.	:	ITP & Benchmarking Documents

QUANTIFIED IN-YEAR ADDED VALUE TO OCC £1,465,0000

Centre column

- Delivered an additional £4M of Works
- Continued to deliver 100% of Client programme
- >1 million m2 of surfacing and 37,000 defects completed

CONTINUOUS IMPROVEMENT →

- Continued delivery of innovative solutions
- Power Bi reporting embedded into Partnership processes and meetings

CONTINUOUS IMPROVEMENT →

- Continued improvement in right first time delivery
- Third year in row recording best OPI figures on Contract
- Increased Inspection & Test Plan coverage

Executive Summary 20/21

Delivery

£50,691,231	:	Value Delivered
100%	:	Client Issued Works Delivered
1,000,000+m2	:	Carriageway Treated
37,000	:	Safety Defects Repaired (est.)

Innovation

5No.	:	Innovations introduced in 2020/21
Collaborative Planning	:	£ Saving - TBC No. Days Rd Closure Reduction - TBC
Power BI Reporting	:	New Highways Operation Board Dashboard Delivered

Quality

99.98%	:	Works Delivered Right 1st Time
99.91%	:	Safety Defects Delivered Right 1st Time
95.29%	:	OPI Compliance (highest to date for the 3nd year running)
13No.	:	ITP & Benchmarking Documents

QUANTIFIED IN-YEAR ADDED VALUE TO OCC £TBC

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DRAFT

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Service Delivery

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Creating Safety Initiative
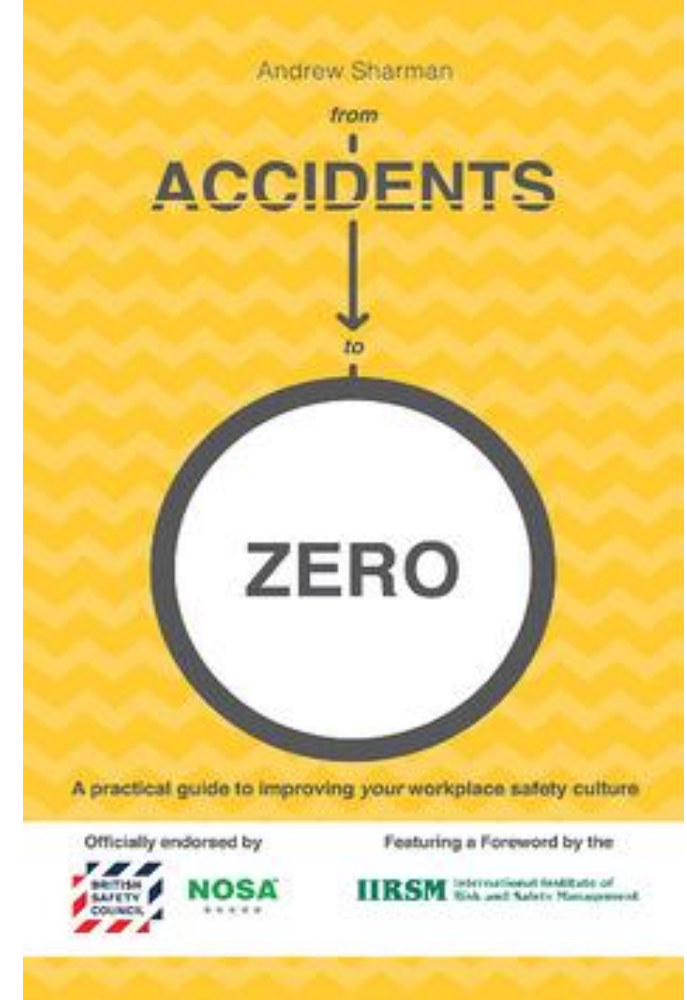
Background

- Introduced to support Skanska's H&S approach

- Aim is to reduce incidents and accidents by embedding a culture:
  - Away from compliance by retrospective action
  - To one based on creating safety in the workplace in the first instance

Approach

- Approach consists of 2 workstreams:

  1. Capturing perceived blockers and creating a safety led culture based on empowering those responsible for implementing changes

  2. Supporting and developing the skills of key staff who will implement and manage these changes

Andrew Sharman

from

ACCIDENTS

to

ZERO

A practical guide to improving your workplace safety culture

Officially endorsed by   Featuring a Foreword by the

BRITISH SAFETY COUNCIL   NOSA   IIRSM International Institute of Risk and Safety Management

Creating Safety

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Health, Safety & Wellbeing – Creating Safety

Workstream 1 - *Identifying and addressing blockers*

- One day workshop held with Supervisors to identify perceived blockers

- Developed 11 themed Action Plans

- Each Plan consists of led and made up of Skanska Supervisors and a Sponsor from the CLT
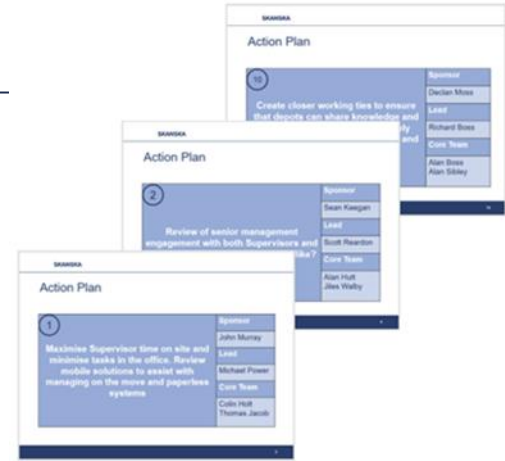
Workstream 2 – *Provide training and support to the Supervisors*

- Each Supervisor has been 'Buddied' with either a member of the CLT or Senior Contract manager

- Support and Coaching session rolled out to Supervisors and mentors

- Skills developed based on series of mentor packs of coaching materials covering:
  - **H&S Focus, Visible Leadership; Listening; Activators, Behaviors & Consequences, Feedback**

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Performance – Operational Performance Indicators (OPIs)

OPI Service Area	No. of OPIs per Service Area	Service Area Weighting	2018/19 Service Area Score	2019/20 Service Area Score	2020/21 Service Area Score
Operational Performance	9	40%	39.00%	38.38%	38.92%
Network, Programme & Systems	7	30%	24.64%	24.56%	28.41%
HSEQ	4	20%	15.83%	15.76%	18.76%
Finance	5	10%	4.12%	7.60%	9.20%
Totals	25	100%	83.59%	86.30%	95.29%

Annual OPI Results (%)

Skanska aquired the Highways Services Contrcat from Atkins
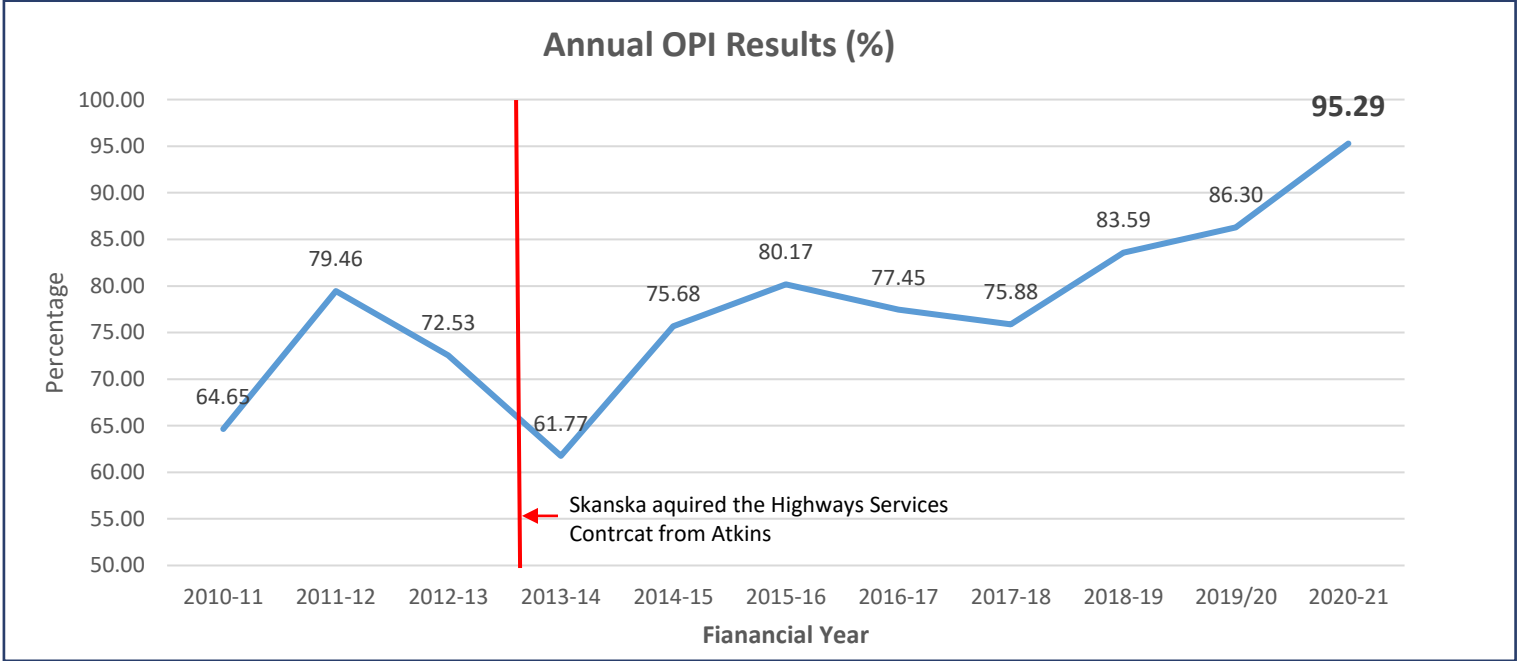
- The overall **draft** score of **95.29% would deliver an 8.99%** increase on previous year **(highest on the Contract to date)**

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Quality – Cost Of Poor Quality
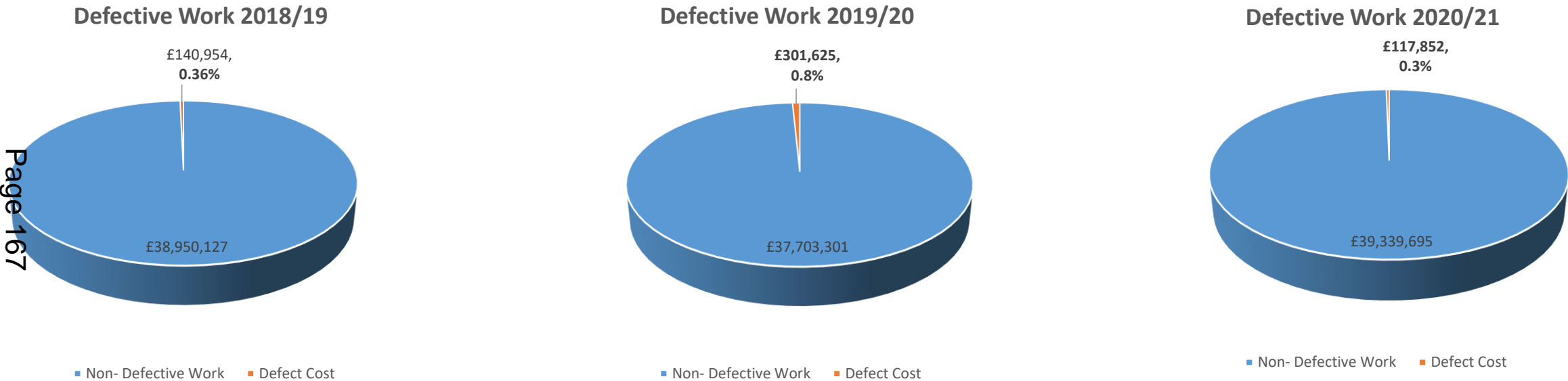
12 month rolling CoPQ figures

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Service Delivery – Budget Delivery

Annual Budget Breakdown

- All instructed Capital Structural Maintenance budgets were delivered in 2020/21

- All instructed Revenue Workstream budgets were delivered in 2020/21
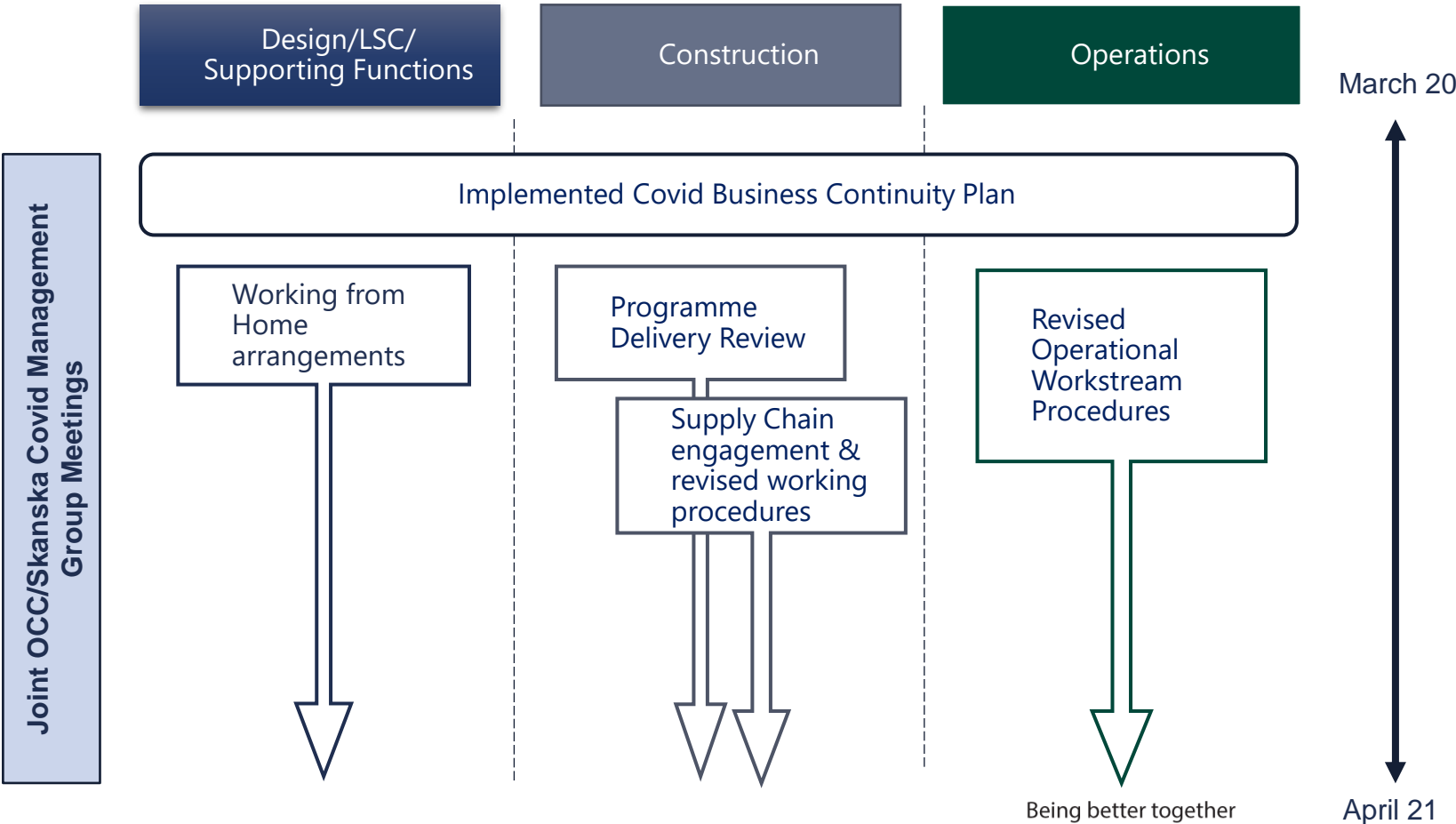
% Capital & Revenue Schemes Delivered against Annual Plan per Year

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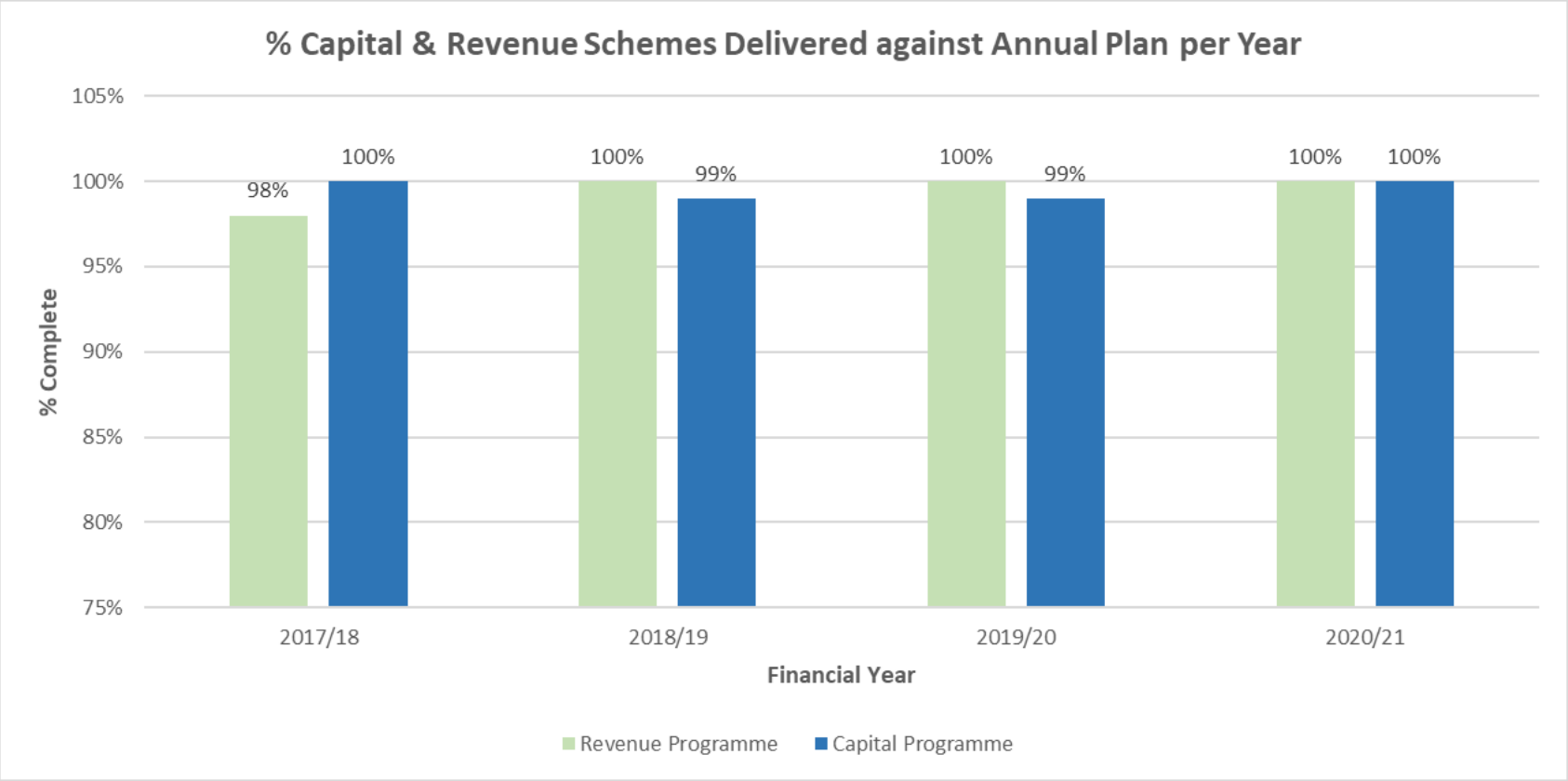
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Service Delivery – Covid (Maintaining Business As Usual)

- Review and Implementation of Covid Business Continuity Plan

- Joint OCC/Skanska Governance Group established

- Continuity of Service maintained over transition period

- Annual Plan/programmes of Work reviewed and amended to:

  - Deliver works early to reduce risk

  - Utilise Network more efficiently due to low traffic levels

Covid Implementation Approach

Design/LSC/ Supporting Functions

Construction

Operations

March 20

Joint OCC/Skanska Covid Management Group Meetings

Implemented Covid Business Continuity Plan

Working from Home arrangements

Programme Delivery Review

Supply Chain engagement & revised working procedures

Revised Operational Workstream Procedures

April 21

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Collaborative Planning

- Joint exercise across Skanska, their Supply Chain and OCC

- Series of Workshops to identify opportunities to combine different work streams and routine operations across geographies and year of delivery

- Maximizing programme efficiency to drive down cost

- Workshops to take place prior to the start of the 21/22 Financial Year – followed by regular reviews throughout the year
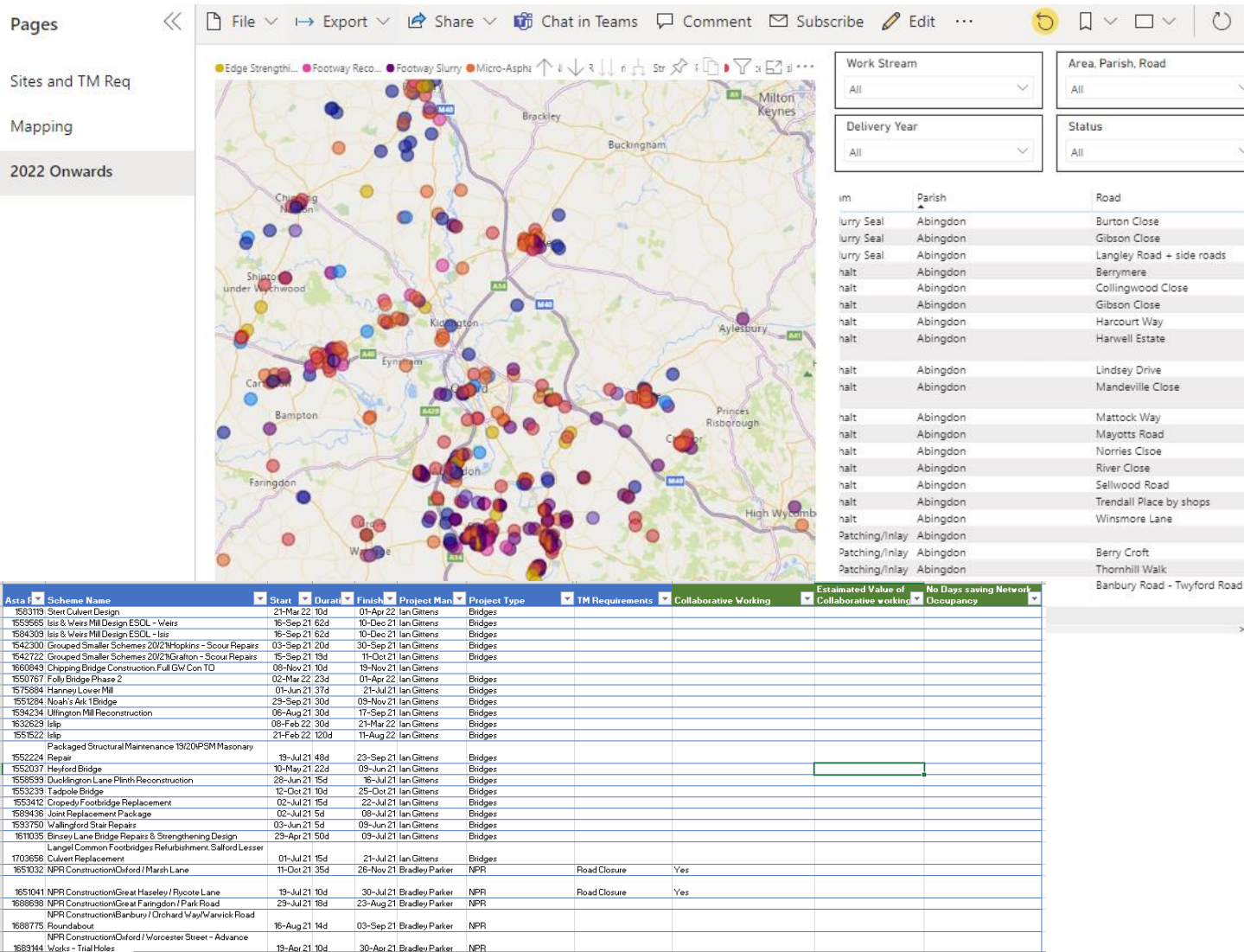
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Performance – NHT Survey – Oxfordshire 2019

Overall Satisfaction

52%

(last year 50%)

Key

Dark Green = an improvement of 4% or more,

Light Green = an improvement of up to 3%,

Amber = a decline of 1% to 3%,

Red = a decline of 4% or more.

Blue = no data for last year.

Accessibility	Public Transport	Walking & Cycling	Tackling Congestion	Road Safety	Highway Maintenance
70%	**61%**	**54%**	**44%**	**55%**	**48%**
(last year 71%)	*(last year 59%)*	*(last year 53%)*	*(last year 43%)*	*(last year 54%)*	*(last year 45%)*
KBI's 1 ↑ 2 ↓	KBIs: 3 ↑ 0 ↓	KBI's: 4 ↑ 1 ↓	KBI's: 2 ↑ 0 ↓	KBI's: 3 ↑ 0 ↓	KBI's: 2 ↑ 2 ↓

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Performance – NHT Survey – Oxfordshire 2019

Overall Satisfaction

52%

(last year 50%)

Key

Dark Green = an improvement of 4% or more,

Light Green = an improvement of up to 3%,

Amber = a decline of 1% to 3%,

Red = a decline of 4% or more.

Blue = no data for last year.

KBI 23	KBI 24	KBI 25	KBI 26
Condition Of Highways This Year	Highway Maintenance This Year	Street Lighting This Year	Highway Enforcement /Obstructions This Year
29%	51%	65%	48%
Last Year 20%	Last Year 48%	Last Year 66%	Last Year 49%

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Added Value

Partnership Results

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Added Value – Design & Construction

VARIATION OF PAVEMENT THICKNESS

■ Embankment Section ■ Outside of the Embankment Section

DMRB CHART BASED | DMRB ANALYTICAL (TRL 615) | PROBABILISTIC ANALYSIS

A40 Tetsworth Embankment

- Joint Value Engineering Exercise with OCC and Supply Chain to maximise efficiencies and save costs

- Resulted in the Geogrid replacement of Concrete slab = £150k saving

Risk Based Design – Benson Relief Road

- Risk Based Design approach introduce in Oxfordshire to minimise 'Over design' when using standard Design Guides

- Benson Relief Rd - resulted in 30% material saving

Additional Surface Dressing Funding Delivery

- An additional £1.5m of Surface Dressing Funding was identified in Q3 for delivery by the end of the financial year

- Significant collaborative working to identify and plan the programme of works

- Works plan for delivery in Q4 to very tight deadlines

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Added Value – Operations

Active travel Phase 1

- Mobilised in 3 weeks

- Worked alongside OCC to successfully deliver all schemes to extreme;y tight timescales

Defect Review Project

- Partnership review of the complete defect process
  - Policy
  - Works Promotion
  - Scheduling
  - Materials
  - Operational Delivery

- Commenced February 2021 and targeting a 2021/22 in year saving of £200,000

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Added Value

Circular Economy in Practice: Highways Maintenance & Road Infrastructure Projects

IEMA – Circular Economy Webinar   25/1/2021   1

IEMA Circular Economy Webinar – 300 Guests

Joint presentation by OCC and Skanska to promote Oxfordshire Highways Contact and the Circular Economy

Focused on:

- **Asphalt & Aggregate Recycling**

- **Gully Waste Treatment Trail**

- **Challenges, Enabling Factors & Benefits**

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Metric & Reporting – Power BI

Summary:

- All contract metrics & reporting based on single source data – 3 key sources:
  - i. **IBC** – OCC budget & payment system
  - ii. **SkanWorks** – Skanska cost capture system
  - iii. **Asta PowerProject** – Contract programme & forecast tool

- Power BI draws data from several sources which is manipulated to provide interactive reporting

- Provides a 'one version of the truth' approach to support delivery and contract decision making

- Currently 40 reports supporting all areas of the contract

- Next steps are to fully integrate these reports into our Business Processes

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Proposed Innovations

HVO (Hydrotreated Vegetable Oil) Summary:

- Proposal to replace all diesel and gas oil in depot bulk fuel tanks delivering a 90% carbon reduction

- Diesel and gas oil usage represents almost 20% of the carbon baseline

- No modification to vehicles required

- Estimated 662 tCO2/year in Oxfordshire.

- Potential to be cost neutral (dependant on fluctuating Diesel price but HVO costs are reducing)

Grey Water Proposal Summary:

- Install a rainwater harvesting system to the new Drayton Depot salt barn

- To provide a source of 'grey' water and reduce reliance on potable water from the local water company system

- This water could be used for 'clean' water supply for gully tankers, vehicle washdown, mixing concrete, dust suppression and other general uses on site

- This initiative will deliver both cost and carbon savings whilst improving operational efficiency.

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Recycling

Oxford Depot

2017:
- 1,800 tonnes of AWCCT → 2,100 tonnes of HBM
- £32,400 savings
- 60% reduction in material supply transport distance
- 51 tCO_2e carbon saving

2021:
- 6000 tonnes stockpiled currently
- Savings of £144,000 & 180 tCO_2e if 8,000 tonnes processed
- Generating recycled aggregates from circa 5000 tonnes of clean asphalt, stone and concrete annually could save £106,000 & 48 tCO2e

- In recent years Oxfordshire has moved away from linear model of take, use, and dispose, to a circular approach whereby waste is managed

- Delivery programmes of work are managed so that excavated material can be re-cycled and re-used future schemes

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Recycling – Gully Waste Re-cycling Trial

£87 per tonne disposal costs

£60-70 per tonne treatment costs
(depending on tonnages & refinement of process)

Fill material   Recycled aggregates   Topsoil replacement

Potential savings of £17,000-£27,000 + 4 tCO2e per annum
(based on successfully processing 1000 tonnes)

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- Generated from gully cleansing activities

- It is an expensive waste to dispose of

- We generate approximately 1000t of this waste each year in Oxfordshire

- Key Steps:
  - De-water material
  - Working with Combined Drier Technology (CDT) – material is re-processed to be re-used on Highway schemes

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Gipave Asphalt (Graphene)

Summary:

- Trial to use a Graphene modified polymer into paving materials to improve:
    - Material stiffness
    - Resistance to deformation
    - Resistance to fatigue

- Initially developed and trialled by developer Iterchimica and the University of Milan demonstrated significant improvements

- OCC/Skanska undertook the 1st UK trials at the Curbridge site as part of the Structural Maintenance Programme

- Early results supportive of initial suggestions that pavement life could be doubled

- Potential for significant savings in the future

Carbon Reduction Strategy

Summary:

- Joint OCC workshop held in Oct 2019 to look at initiatives to support OCC and Skanska's carbon neutral targets

- Generated significant collaborative working across the Contract

Key highlights:

- Suite of low carbon design solutions and associated Action Plans
- Development of Partnership Carbon Reduction Strategy and associated Action Plan
- Creation of Whole Life Cost & Carbon tool
- Focused training on lower carbon alternative materials
- Trials of new lower carbon materials
- Calculating carbon baselines for schemes to identify 'Hotspots'

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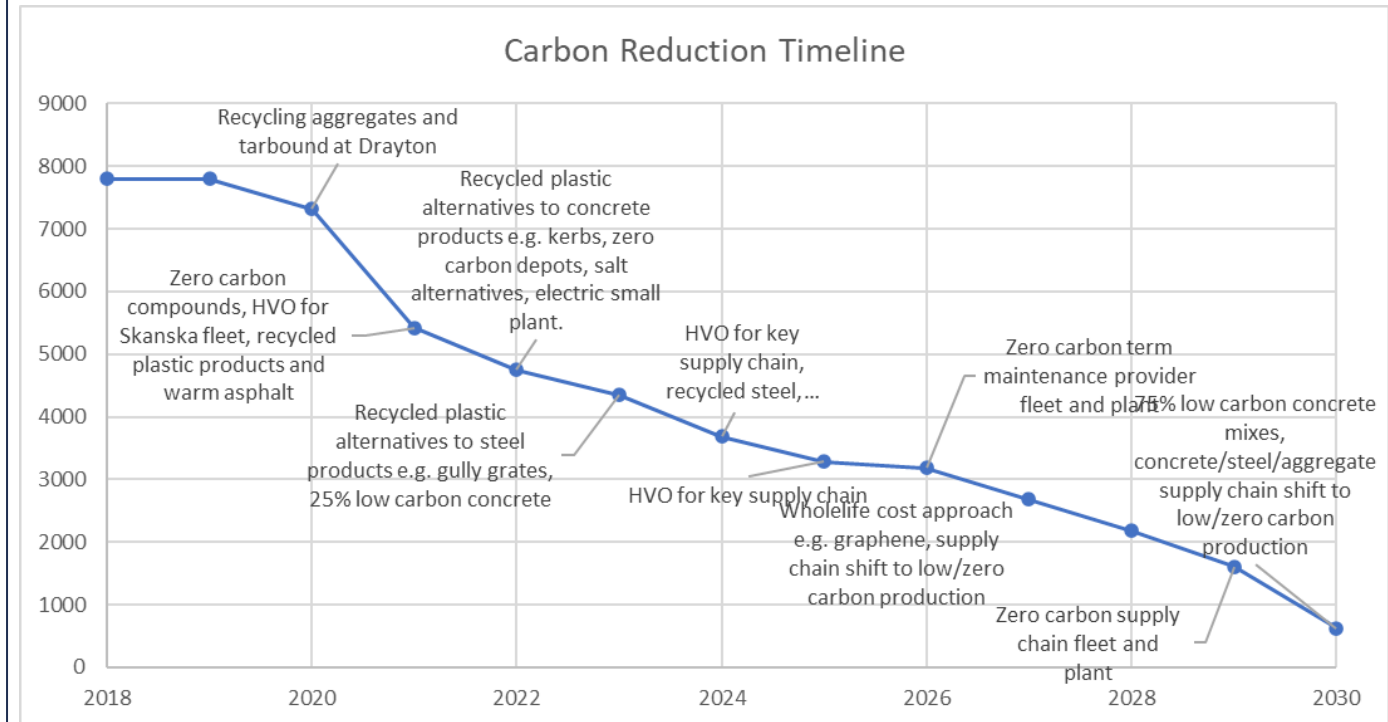
Skanska Dragon Patcher

Summary:

- 5-Year Report completed to review performance

  - 61,288 defects
  - 245,704m^2
  - £14.30/m^2

- 74% to 84% cost saving compared to traditional pothole gang

- 91% of inspected repairs completed in 2015-16 are still intact

- 185t Carbon reduction in 3 years of recorded CAT2 repairs

- Zero Waste
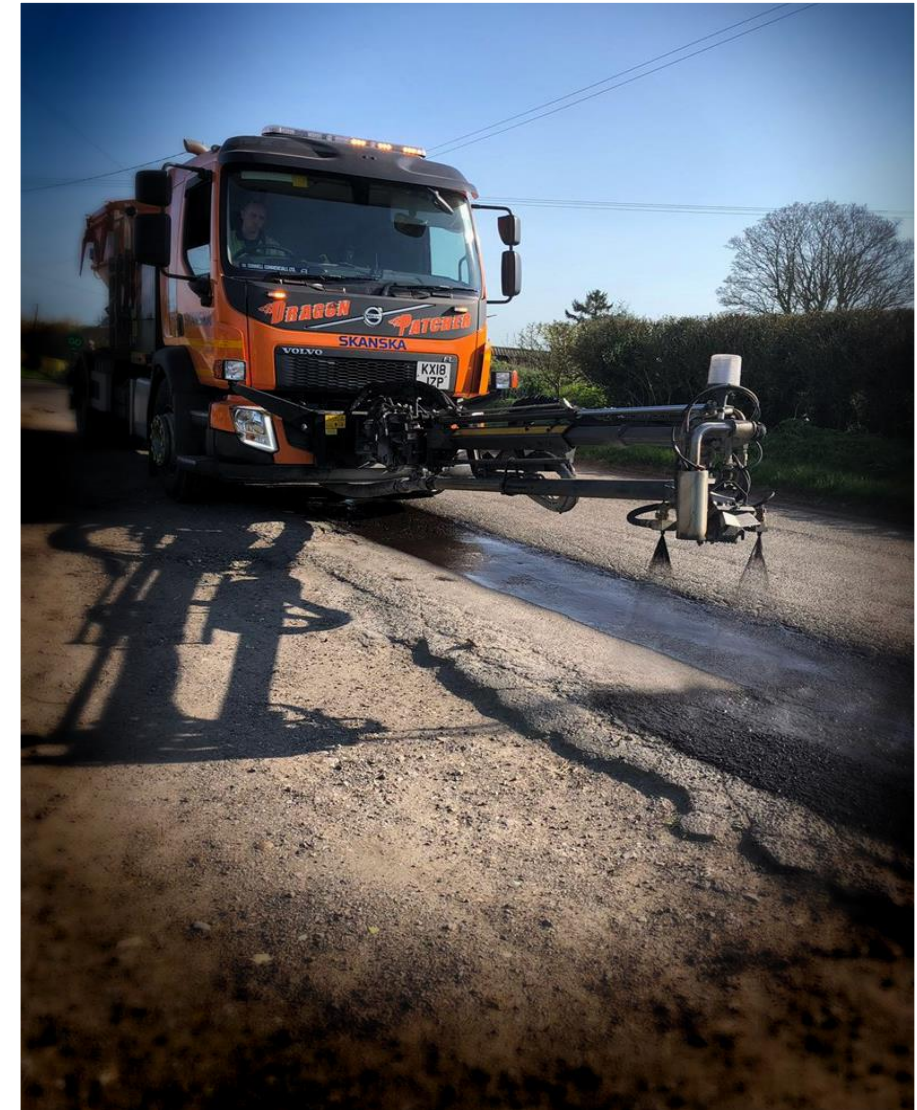
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Divisions Affected - All

CABINET – 20 APRIL 2021

DEVELOPING A STRATEGIC FRAMEWORK FOR OXFORDSHIRE COUNTY COUNCIL LIBRARIES AND HERITAGE SERVICES

Report by Corporate Director, Customers and Organisational Development

RECOMMENDATION

1.   **The Cabinet is RECOMMENDED to**

(a)   Agree the purpose for libraries and heritage services set out in para 28 and the development of a strategic framework to enable these services to contribute more effectively to broader community outcomes in line with the council's statutory duties and strategic vision 'Thriving Communities for Everyone in Oxfordshire'.

(b)   Ensure the role of the libraries and heritage is widely acknowledged as a significant contributor to economic growth and development in the county and the region by setting out the ambitions and planned outcomes in strategic plans.

(c)   Agree that the development of the strategic framework should be based on detailed understanding of local need and engagement with stakeholders as set out in para 34 to 38.

(d)   Agree to the development of a Member Engagement Plan to build a shared understanding of the contribution of these services to community outcomes.

Executive Summary

2.   The county council has set out its ambition for thriving people, thriving communities and a thriving economy in the corporate plan and are working with strategic partners across the county to deliver this ambition. The projected growth in Oxfordshire brings with it many opportunities and challenges. There is likely to be increased demand for services such as libraries to meet population growth and for the public, private and community sector to work together to ensure local, place-based development meets a wide range of needs and reduces inequalities. The plan to build 100,000 new homes to 2021 will result in considerable amounts of s106/CIL available to the council to develop the library service infrastructure to meet this growth.

3.   The council has also worked over the last two years to reposition and refine its corporate plan and priorities. Drawing on the Director of Public Health's annual report 2019/20 *'Some Are More Equal Than Others'* there is a renewed focus on tackling inequality and promoting wellbeing, and a much greater focus on communities and people who are more likely to be excluded. The new equalities, diversity and inclusion strategy *'Including Everyone'* (published in October 2020) also reflects the council's intent to focus on reducing inequality and supporting those who are disadvantaged or vulnerable. This strategic direction develops the council's vision of 'Thriving Communities for Everyone in Oxfordshire' and, alongside planning for a post-Covid recovery, provides the libraries and heritage service a clear context and opportunity to consider and strengthen its strategic contribution.

4.   The council's current library and heritage services provide a network of assets in our local communities and an active and passionate community of volunteers. Our libraries provide a 'footprint' in many communities, geographically spread across the county, on which to build and develop responsive library and added value services that explicitly meet local needs.

5.   The scale and volume of these services and examples of how they currently contribute to meeting community objectives is set out in para 19. There is evidence from other authorities that a clear vision and strategic framework for the planning and delivery of these services can strengthen the contribution they make to wider community outcomes. As we move out of the pandemic and make plans for economic and community recovery the time is right to improve our strategic ambition and planning for these services.

Background

6.   Culture-led regeneration as a local policy has been around for many years, but arguably has a higher profile now that at any earlier time. Studies undertaken by the Department of Culture, Media and Sport and the Local Government Association (LGA) has set out the case for libraries and heritage as a contributor to economic development, health and well-being, community development, inclusion and local place shaping.

7.   Arts Council England (ACE) have recently published their new strategy to 2030, 'Let's Create'. It majors on place-based regeneration including the links between the funded arts and cultural sector and the wider commercial creative industries. This touches on the development and retention of talent and creativity as key employability skills alongside Science Technology Engineering, Arts and Maths (STEAM).

8.   The Culture, Tourism and Sport Board of the LGA published 'Culture-led regeneration: achieving inclusive and sustainable growth' in 2019. It includes case studies of councils which reveal the range of benefits that can be achieved when arts and culture are put at the heart of local activity.

9.   There is now a clear acknowledgement of the social and economic value of the cultural sector, and its ability to deliver growth and drive regeneration. These impacts can range from growth in tourism, creative and cultural sectors, to enhancing individual skills, knowledge and confidence, to strengthening community pride and place image.

10.   Through the evidence collected by the LGA, culture-led regeneration has been shown to deliver a broad range of social and economic impacts, including:

- creating employment
- community cohesion and pride
- attracting more visitors, boosting the tourism sector
- supporting enhanced resident health
- stimulating town centre footfall, boosting local business
- bringing enjoyment for residents
- stimulating and supporting creative sector growth
- attracting inward investment
- developing the skills, knowledge and confidence of residents
- enhancing the area's image, helping to attract skilled people and business investment

11.   The important lessons and good practice drawn out from the LGA's research highlights

- a shared vision is an important foundation
- cultural investment can require boldness and ambition
- positive outcomes can be achieved with limited budgets
- national cultural bodies can be important local partners
- community involvement can be a powerful driver for culture-led regeneration
- careful design and delivery can help to maximise impacts
- cultural programme brand and identity can be very important
- building the cultural network in rural areas can help enhance impacts

12.   An enquiry carried out in 2017 by the All-Party Parliamentary Group on Arts, Health and Wellbeing into the role of arts and culture in health and wellbeing found that the arts can help keep us well, aid our recovery and support longer lives better lived. The arts can also help meet major challenges facing health and social care: ageing, long-term conditions, loneliness and mental health as well as saving money in the health service and social care.

13.   Oxfordshire Local Enterprise Partnership recognise the value of culture and heritage and have established a Culture and Visitor Economy Working Group to develop an improved understanding of these sectors to the local economy and community well-being and ensure that links with key strategies are made, including the forthcoming economic recovery plan post-pandemic.

14. Libraries and Heritage Services need to articulate a shared vision and long-term strategy to meet the needs of Oxfordshire's communities. A review of key internal and external strategies undertaken in late 2020 demonstrates that there are significant gaps in the current suite of strategic plans, where libraries and heritage contribution is missing.

15. The review also identified that there is a growing evidence base demonstrating the impact and outcomes, cultural engagement has on an individual's mental health and well-being, connected communities, healthy place shaping and economic prosperity. Building on the county's growth agenda, the council's aspirations for a 'Thriving Oxfordshire', the digital shift and changing public expectation, the time is right for the council to consider how best to evolve to meet the challenges residents, businesses and visitors are currently and the role the council wants libraries and heritage services to play in the future.

Oxfordshire libraries and heritage services now

16. The council has a statutory duty to deliver library and archives services and an enabling duty to deliver museums, local history and other heritage services (this duty is set out in para 36 - 38).

17. Oxfordshire County Council's Libraries and Heritage Services comprise:

- 22 libraries run by county council staffs
- 22 Community Supported Libraries run by volunteers with the support of paid staff
- Home Library Service supporting 670 clients
- Prisons library Service in Huntercombe and Bullingdon
- the Oxfordshire Museum in Woodstock
- the Museums Resource Centre at Standlake, housing the reserve collection
- a Scheduled Ancient Monument and Grade 1 listed medieval barn at Swalcliffe, providing accessible storage for large agricultural and trade vehicles
- the museum service also has a legacy responsibility for the remains of the Bishop's Palace in Witney
- local history service based in the History Centre in St Lukes Church
- Victoria County History, multi-partner local history project supported by the VCH Trust
- all three museum locations are Accredited Museums and the Local History Centre is also Accredited

18. In addition, the council supports the operation of Oxford Castle through a contract with the Oxford Preservation Trust and delivery of a learning programme to schools. LandSec 125 year lease of the remaining area, currently under-utilised.

19. The Carnegie Trust graphic attached as Appendix 1 demonstrates how libraries and heritage services contribute to social, cultural, economic and

educational well-being. The table below provides a snapshot of activities and outcomes delivered by libraries and heritage services in 2019/20 are mapped against these outcomes.

Social and health and well-being	*Libraries* • reading as therapy - Reading Well collections • prison library and home library services • promoting environmental awareness – recycling, electrical equipment collection • Making Every Conversation Count in partnership with Public Health – signposting library users to health and well-being resources • participation in events and activities reduces social isolation and connects people with benefits for their mental health • space for groups to deliver activities eg Chess Club, Dungeons and Dragons, Knit and Knatter, coffee clubs • volunteering opportunities • libraries are safe and trusted spaces where there is no limit to how long people can stay in them • libraries staff are highly skilled in talking to and assisting customers from all parts of our communities *Heritage* • photo and memory sharing projects to combat ~~elder~~ loneliness in our older residents. • Picture Oxon and Oxfordshire History digital content websites delivered for online consumption and enjoyment of local history (500,0000 page hits) • access to archive records, supported infected blood public inquiry, and regular police enquiries around child welfare. • volunteers enable the Oxfordshire Museum to open to the public, to deliver its informal learning programmes and maintain the garden • volunteers at the Museums Resource Centre develop and share their knowledge of the collections and the stories they tell • objects from the museum collections shared with almost 3,000 older people across the county, helping to stimulate memory and encourage conversation • a wide range of activities eg family drop-ins, activities for toddlers, reminiscence groups for older people, summer garden games, trails, activity back packs, friendly and welcoming staff and a café at the museum
Education and learning	*Libraries* • 47,000 children visited libraries to borrow books

	- 1.5m items were borrowed by children (including dual language, braille and books for dyslexic readers) - 598 events supporting children's reading and literacy - 9,000 children participated in Summer Reading Challenge - 1,780 Rhymetime, family events and Play and Stay sessions were delivered - 26,000 children and young people (early years to Year 12) attended a class visit with teacher – for many of these it was the first visit to a library - Bookstart – books donated to pre-school children - 400 Code Clubs were run - 340 digital workshops were provided to adults supported by Digital Helpers - the Makerspace in county library offered innovative new technology activities including Raspberry Jams and Virtual Reality workshops - informal gadget sessions were held to support residents to understand how to use their mobile devices - study space in all libraries - language courses – eg Russian in Henley Library, ***Heritage*** - 8,500 school children engaged with the museum through loans of boxed collections of objects, workshops at the museum and in school - 1,500 children engaged in informal learning activities through the museum - volunteering opportunities enable people to develop their existing skills and knowledge - 127,000 visitors to the Oxfordshire Museum benefited from provided structured learning opportunities through talks, workshops and other activities for more than 1,000 adults - 3,645 visitors accessed the archive collections for local and family history research, aiding personal fulfilment. - over 600 adults reached through 10 VCH talks and other public events
Cultural	***Libraries*** - 4,500 activities for adults were delivered including author talks, reading groups, creative writing courses - annual ebook short story competition supported young people and adults to be published - access to CDs and music scores - Rhythm and Rhyme for early years - space for exhibitions and live performances - Makerspace – 3D printers and workshops - ***Heritage*** - 3,000 adults in the community engaged in face to face activities delivered by the museum service

		- Cultural programmes at the museum include exhibitions of work by contemporary and historic, regionally and nationally significant artists and craftspeople, music, plays, films and other activities - archives from 301 archaeological sites, located in 110 Oxfordshire parishes accessioned and made available for public enquiry. - 8,000 documents were produced for the public to view in the history centre - 2,611 enquiries from the public by email or letter were replied to by history centre staff - History Centre worked with Bodleian Libraries to deliver 7 outreach *Talking Maps* events in Oxfordshire Libraries - 146,537 page visits to VCH Oxon. online volumes (plus physical book use at History Centre and Libraries) - New VCH Wychwood volume published 2019 (Volume 19) - VCH Smart Phone app launched - 10 VCH talks or other public events, reaching over 600 people
	- **Economic Development**	***Libraries*** - signposting to benefits information and support - PC access for job search - support with Universal Credit applications - supporting digital skills - encouraging enterprise through access to on-line business databases and information ***Heritage*** - History Centre supports planning of building development and conservation projects, through provision of archive content and historic photographs. - The Museums Service enables developers to meet their planning obligation by providing an Accredited repository in which to deposit and make available to the public archaeological archives resulting from development

20. In 2020 in response to covid-19 libraries and heritage services increased on-line engagement significantly. The museum service has seen an increase of 18% in in followers on Twitter, Instagram and Facebook, and a 579% increase in engagements, which have topped 67,000 for the year to the end of January.

21. A series of short films, featuring curators talking about objects, are being shared via the Service's YouTube account and a menu of 40 curriculum-

focused films on key history topics have just been released, to support parents and teachers in delivering lockdown learning. This is already generating significant interest.

22. Oxfordshire Libraries already had a healthy and active digital library presence before the pandemic which increased prior to the pandemic by 32%. Online library services include an ebook & eaudio loan library-licensed service, access to many online databases some of which are also only licensed for library customer usage worth many £1,000s. During the pandemic lockdowns, the online library service usage skyrocketed to a level never seen before, reflecting the national trends.

23. The History Service's digital resources' website www.oxfordshirehistory.org.uk, which was previously available only at the History Centre and the county's libraries, has been developed and is now universally accessible. This website brings together digitised content from and about the service's historic collections, as well as highlighting websites for local history and family history research. New pages are regularly added to it. The site has averaged over 5,000-page views each month since the start of lockdown.

24. The council have a library refurbishment programme planned for 2021 with s106 funding to the value of c£720,000,

Libraries and heritage services in the future

25. Our libraries and heritage services occupy an unusual place in the public service landscape.   Free to enter and open to all they offer an extensive network of community anchors at the heart of our communities. Libraries and heritage sites are at their best when we enable citizens to fulfil their potential in a safe and trusted civic space that enables engagement and participation.

26. We know residents' value our libraries and heritage services as they received in excess of 2.5m physical visits in 2019/20 in addition to substantial numbers of on-line engagement.

27. A new and explicit purpose for libraries and heritage supported by an increased strategic focus will enable us to build on our existing strengths and increase the impact of these services on community outcomes.

28. It is proposed that we make the purpose explicit as set out below:

Oxfordshire libraries and heritage services purpose:
Our libraries and heritage sites are vibrant hubs bringing people together with access to services and opportunities that will support them to thrive.

29. Our libraries and heritage services are universal services, open to all citizens. Research undertaken by the Carnegie Trust into attitudes and use of libraries has identified that whilst this is a great strength this is also a challenge as there is not a universal set of needs. Their research shows that whilst 72 –

79% of people in the UK and Ireland reported that public libraries are essential and very important to the community this is not reflected in personal use with only around 43 – 50% of people in each jurisdiction actually using the library.

30.   The trust suggests the main reason for this is peoples lack of understanding of what the library can offer to them as an individual because of the universal nature of the offer. This lack of awareness about libraries is likely to be the same for heritage services and could result in these services being underutilised by individuals and groups who could benefit from them. There is an urgent need to improve marketing and communications on the service offer.

31.   Whilst we have yet to undertake a full analysis of the demographics of library and heritage users in Oxfordshire we know from experience that some groups are over-represented and others under-represented in their take up. Whilst we deliver some services designed to meet the needs of specific groups, there would be a benefit in increasing the focus across these services on tailored, personalised services whilst maintaining the focus on delivering a universal service.

32.   It is therefore proposed that the new strategic framework for planning and delivering these services focuses on balancing targeting need more effectively within a universal service. A full and detailed analysis of service use and need will be completed and a strategic plan will be developed against this analysis of need, with clear and discrete initiatives to meet specifically identified needs to reduce inequalities within the universal service offer.

33.   The strategic plan will set out actions, outcomes and measures for the next five years against the following themes:

- education, learning and skills
- health and well-being
- culture and creativity
- digital inclusion
- social inclusion and community cohesion
- economic development

34.   Analysis of local need is a critical element in the development of the strategy and in addition to using a wide range of data to understand local need it is proposed that locality-based engagement is undertaken in the development of the strategy. There is evidence that place based engagement recognises the interconnectedness of people's lives and that their knowledge can assist local organisations to design services to meet specific local community needs. OCC has co-design expertise which thus far has focused primarily on adult social care. The 're-imagining' of libraries and heritage services in Oxfordshire will benefit from close engagement with residents and stakeholders through the use of co-design tools.

35. Banbury and Faringdon are proposed as two localities to initiate locality-based co-design. A significant refurbishment of Faringdon library has been underway since January and will complete over the summer.

36. The focus of co-production activity in Faringdon has been around the programme and activities that might be possible in the newly re-furbished library. Whilst, Faringdon library has a Friends Group it is anticipated that the co-production approach will enable the service to achieve deeper and wider engagement in the local community than is currently the case, leading to increased take-up of services on opening.

37. Banbury Library, has long needed a review – the location and the building do not provide the opportunity to deliver a modern library service offer and there is a considerable S106 budget available to develop an improved service in Banbury. The focus of the co-production in Banbury will be on the overall purpose of the library in Banbury, physical design issues and services programmes that will meet local need.

38. Stakeholder engagement in these localities will be focussed on purpose and vision for library and heritage services in those particular communities and what services, delivered from library buildings, would best meet community needs. This will be undertaken with regard to the council's duty to provide a county-wide library service, but one that will better match specific place-based needs.

39. It is proposed to bring a new strategic framework and plan for libraries and heritage services, based on a robust understanding of need to Cabinet in September 2021.

40. **Corporate Policies and Priorities**

41. The strategy will address how libraries and heritage services will contribute to
    - Thriving Communities
    - Thriving Economy
    - Thriving Individuals

Financial Implications

42. There are no immediate financial implications arising from this report. Although agreeing this initial report has no immediate additional costs, there are existing revenue pressures on the library & heritage budgets that have not been addressed and will likely result in overspend position without action in 2021/22.

Legal Implications

Library authorities have a statutory duty under the Public Libraries and Museums Act 1964 'to provide a comprehensive and efficient library service for all persons' in the

area that want to make use of it (Section 7). Every council in England is required to provide a 'comprehensive and efficient' library service under the Act. It must do so in a way which meets the needs of local library users taking into account the resources available. The public library service is not a national service, but a local service. What a comprehensive and efficient service means will differ between councils, and will depend on the needs of each area. It is therefore the role of councillors and officials at a local level to determine how much they spend on libraries and how they manage and deliver their service. This must be done:

- in consultation with their communities
- through analysis of evidence around local needs
- in accordance with their statutory duties

Councils therefore have the freedom to design their library service, based on their analysis and assessment of local needs. There are no longer prescribed national standards, which risked ignoring the specific circumstances or needs of individual library authorities.

The Act allows for joint working between library authorities and councils may also offer wider library services (for example, loaning devices, running activities or providing access to wifi and computers).

In providing this service, councils must, among other things:

- encourage both adults and children to make full use of the library service (section 7(2)(b))
- lend books and other printed material free of charge for those who live, work or study in the area (in accordance with section 8(3))

43.   In fulfilling is duty under section s7(1), a library authority shall in particular have regard to the desirability, amongst other things:

a) of securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means that facilities are available for the borrowing of, or reference to, books and other printed matter, and pictures, gramophone records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children; (s7(2) (a))

The general duty under s7(1) of the act does not extend 'to make such facilities available to persons other than those whose residence or place of work is within the library area of the authority or who are undergoing full-time education within that area'.

In drawing up and delivering their library strategies and plans, councils should consider a number of legal obligations, including under:

- the Equality Act 2010 including the Public Sector Equality Duty
- Best Value Duty 2011 guidance
- Localism Act 2011
- the Human Rights Act 1998

44.   The council is obliged to run an archives service under the Public Records Act (1958) and the Local Government Acts (1962, 1972), and has been identified and appointed by the Lord Chancellor as the approved Place of Deposit for the public records of Oxfordshire. These Acts require the care of and provision of public access to public records (records of public bodies, health records and court records), the records of local authorities (county, district and parish councils), and tithe and manorial records

Comments checked by:

Emma Deval, Principal Solicitor (Litigation) emma.deval@oxfordshire.gov.uk
Name, Title, email (Legal)

Staff Implications

45.   There are no immediate staff implications arising from this report

Equality & Inclusion Implications

46.   There are no immediate equalities and inclusion arising from this report. The strategic framework will be based on a robust understanding of need achieved through use of a wide range of data sources. The plans for public consultation on the draft strategy will be subject to an SCIA.

Sustainability Implications

47.   There are no immediate sustainability implications arising from this report. The strategic framework will address how sustainability objectives can be more effectively delivered by libraries and heritage services in the short and long term

Risk Management

48.   The risk in developing a strategic framework for libraries and heritage services is primarily one of effective communication and managing expectations. It is proposed to develop a stakeholder engagement strategy at the outset so that key messages are consistent.

Consultations

49.   As this report sets out proposals to a strategic framework for approval by Cabinet are no immediate consultation issues arising from this report. A staff engagement strategy will be delivered and co-production activities will take place in Faringdon and Banbury to enable local intelligence to inform the strategic framework. It is also proposed to develop a Member Engagement Plan to build a shared understanding of the contribution of these services to community outcomes.

CLAIRE TAYLOR
Corporate Director, Customers and Organisational Development

Annex: None

Background papers:

Contact Officer: Lesli Good, Interim Assistant Director Cultural Services

April 2021

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Appendix 1
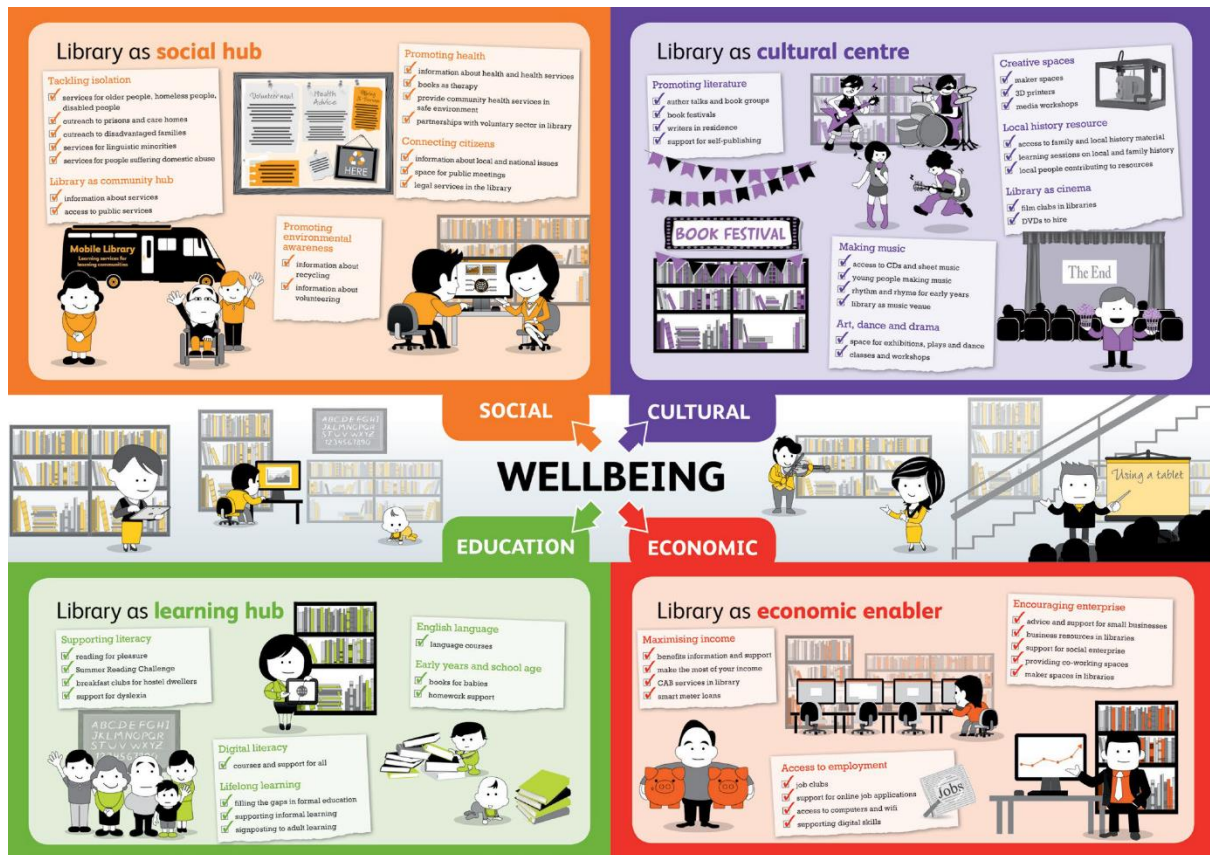
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Divisions Affected - All

CABINET - 20 APRIL 2021

Reprovision of Maltfield House Children's Home
Report by Corporate Director Children's Services

RECOMMENDATION

1.   **The Cabinet is RECOMMENDED to**

     Approve the proposal to change the design specification of the new build children's home from six to four beds

Executive Summary

2.   Maltfield House children's home in Headington closed in 2019. In spring 2019 an outline business case was signed off to build a replacement 6 bedded children's home in a new location, funded through prudential borrowing. An OCC site has been secured. A refreshed needs assessment of children we care for completed in 2020 identified that children are presenting with more complex needs which, due to the complexity of matching children, are best met in smaller units. To reflect this, it is proposed that the design of the building is changed to provide four placements, rather than the original six. The prudential borrowing was based on forecasted occupancy rates of a six-bed provision. It is proposed that the provision is reduced by two beds/placements. In February 2021 full council agreed a provision of £3m from the Capital Strategy Programme to fund the new build re-provision of Maltfield.

Background

3.   Maltfield House children's home in Headington closed in April 2019 due to the deterioration in the fabric of the building and issues with the fire safety systems. A refurbishment of the building was not deemed appropriate because of the structure and layout of the building and concerns about the site location which posed contextual safeguarding risks in respect of community drug use and the exploitation of children. The risk of exploitation of children due to the location had also been a concern raised in the home's Ofsted inspection and monitoring visits.

4.   The Capital Programme Update Report to Cabinet in July 2018 *approved the commencement of the re-provision of Maltfield House with a £3m budget.*

5.   A stage one outline business case was signed off in March 2019 by CIPB to build a 'replacement' 6 bedded children's home in another location. An OCC

owned site has since been identified and confirmed as suitable, subject to planning permission.

6. In March 2019 a business case for the re-provision of Maltfield Children's Home was discussed by Informal Cabinet. This business case proposed that the cost of the capital borrowing to build the new home would be funded by revenue savings. The calculation for how these savings were to be achieved was based upon the difference between the costs of procuring a children's home placement externally versus the unit cost of providing one locally.

Review of 2019 business case

7. As the project proceeded to contract award gateway at the end of 2020 the original business case was reviewed to ensure that it was still relevant and viable. Progress of the project was paused at this time and remains paused.

    Two significant developments were identified in the review:

8. **The occupancy rates in the business case that enabled a revenue surplus to be achieved were overly optimistic**. OCC's two children's homes have achieved occupancy rates of 66-74% over the past 5 years, below the anticipated rate of 90% in the original business case. It was thought, at the time, that by building a new children's home in a more appropriate location and by changing its use to mixed gender, that the occupancy rate would improve. However, the Moors six-bedded Childrens Home has since changed to mixed gender and this has not increased occupancy rates as predicted. This is due to the complexity of needs of children as outlined below, which means that matching children to be placed together (known as compatibility and impact assessments) is an ongoing challenge. Compatibility and impact assessments are also subject to scrutiny by Ofsted at inspections and monitoring visits.

9. **The refreshed needs assessment of children we care for completed in 2020 identified that children are presenting with more complex needs, which are best met in smaller residential units**. An analysis of where beds are currently commissioned from showed that the significant proportion of placements are in smaller homes of four beds or less. These smaller homes typically run at higher occupancy rates as difficulties in matching children's competing needs is reduced.

10. Smaller homes provide a more focused and settled therapeutic environment to help children heal from the trauma they have suffered. They provide an environment more akin to family-based care, removing the anxiety for children living within a home where vacant beds create the constant anticipation of new arrivals.

11. It is proposed that the scope of the building design is changed to reflect this revised insight into placement needs. Reducing the home's capacity by two placements will reduce future exposure to revenue risk, as the staffing compliment can be designed around a four-bed unit, which is likely to achieve a higher occupancy rate.

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12. The loss of these two placements is addressed in the placement sufficiency strategy which has been informed by the needs analysis and market analysis. The sufficiency strategy includes: Council's 2020 investment in in-house fostering; the commissioning of local residential beds; developing business cases to develop an enhanced foster care offer for 12yrs and over and small residential units. The sufficiency strategy is, by necessity, an evolving strategy that needs to respond to changes in demand and the growing complexity of needs of children we care for.

Corporate Policies and Priorities

13. The proposal supports the Vision, Values, Objectives and Strategic Priorities in the County Council's Corporate Plan, namely to:

- strive to give every child a good start in life, and protect everyone from abuse and neglect
- help people live safe, healthy lives and play an active part in their community

It achieves this by providing safe, local placements for children who are unable to continue to live with their families.

Financial Implications

14. The Capital Programme agreed in February 2021 included a budget of £3.0m for the provision of a new children's home. At this stage it is estimated that the capital cost of a children's home providing four placements (four children's bedrooms; two staff bedrooms & extensive living space) would be between £2.2m and £3.0m, subject to the final specification and contracts being in place. At this stage it is not recommended to reduce the budget, and any variance will be reported through capital programme monitoring reporting once there is more certainty.

15. The revenue budget agreed in February 2021 assumes that the new home will provide four placements as detailed in this report, and therefore no change is required.

    Comments checked by:
    Sarah Fogden, Finance Business Partner, sarah.fogden@oxfordshire.gov.uk

Legal Implications

16. Legislation and statutory guidance that set out the role of the local authority in respect of cared for children and care leavers. There are statutory obligations and guidance for the role of the Local Authority as the Corporate Parent in the Children Acts 1989 and 2004. Sections 22A to 22D of the Children Act 1989

make provision for the accommodation and maintenance of a looked after child. They provide the framework within which decisions about the most appropriate way to accommodate and maintain the child must be considered. Where accommodation is provided and there is an element of care being given, the provision must be registered and therefore regulated by Ofsted.

In order to reduce the risks of any legal challenge, the Council needs to ensure that it fully complies with all relevant legislation and obligation to consult.

Comments made by:
Sukdave Ghuman, Head of Legal, sukdave.ghuman@oxfordshire.gov.uk

Staff Implications

17.   When Maltfield House closed staff were redeployed into vacancies across the Children's Social Care Residential and Edge of Care Service. The revenue budget for Maltfield is a permanent budget and will be released for the operational running of the new home when it is built.   Posts will need to be recruited to. A Registered Manager will be appointed by Children's Social Care and interviewed and approved by Ofsted in accordance with regulatory requirements.

Equality & Inclusion Implications

18.   The proposal to build a four-bed home will have a positive impact on local children needing to be cared for as it will increase the Council's current in-house capacity by four and will better meet children's needs than a six-bed home. Whilst this is a reduction of two placements from the original proposal, this is addressed through the wider placement sufficiency strategy.

Sustainability Implications

19.   There are no sustainability implications for the change from a six- bed children's home to a four-bed children's home. The design will meet all relevant legislation and building regulations.

Risk Management

20.   Overall, the original business case was optimistic in its proposal to use anticipated savings to fund the replacement children's home.   The service was highly motivated to replace the asset to prevent loss of beds and exposure to an expensive external market.

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21. Funding the rebuild of Maltfield from the main capital programme is a cost to the overall capital programme and will reduce flexibility for this capital to be spent elsewhere. However, the exercise has helped identify opportunities for future asset-based investments to reduce revenue costs in children's placements.

22. These opportunities are being explored by the service supported by colleagues from the new hub and spoke commissioning model. Risk parameters and income certainty will be critical in any decision to proceed to a formal appraisal and development of any future business case.

Consultations

23. Consultation has already taken place with residents local to the chosen site about the construction of a six-bed children's home. This would need to be revisited in respect of the revised design specification, however, the change would not have a negative impact on local residents. The outcome of the previous consultation was positive.

KEVIN GORDON
Corporate Director of Children's Services

Contact Officer: Lara Patel, Deputy Director Safeguarding

April 2021

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Division(s):   N/A

CABINET – 20 APRIL 2021

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision   **Portfolio/Ref**

Cabinet Member for Environment, 27 May 2021

Topic/Decision	Portfolio/Ref
▪ **North Leigh: A4095 - Proposed Extension of 40mph Speed Limit and Turning Restrictions** To seek approval of the proposals.	Cabinet Member for Environment, 2021/028
▪ **Chinnor: Greenwood Avenue - Proposed No Waiting Restrictions** To seek approval of the proposals.	Cabinet Member for Environment, 2021/025
▪ **Didcot: Brasenose Road and Slade Road - Proposed Traffic Calming Measures** To seek approval of the proposals.	Cabinet Member for Environment, 2020/180
▪ **Upper Heyford: Camp Road and Adjacent Residential Roads - Proposed 20mph Speed Limit** To seek approval of the proposals.	Cabinet Member for Environment, 2021/034
▪ **Didcot: Residential Development Off A4130 (Dudcote Field) - Proposed 20mph Speed Limit** To seek approval of the proposals.	Cabinet Member for Environment, 2021/035
▪ **Harwell: Grove Road and Other Roads - Proposed 20mph and Other Speed Limit Changes and Traffic Calming** To seek approval of the proposals.	Cabinet Member for Environment, 2021/036
▪ **Shrivenham: Townsend Road - Proposed Traffic Calming Measures** To seek approval of the proposals.	Cabinet Member for Environment, 2021/037
▪ **Didcot: A4130 Northern Perimeter Road by Avon Way - Proposed Toucan Crossing** To seek approval of the proposals.	Cabinet Member for Environment, 2021/038
▪ **Oxford: Various Locations - Proposed Exclusion of Properties for Eligibility for Parking Permits** To seek approval of the proposals.	Cabinet Member for Environment, 2021/039

▪ **Oxford: Old Marston South Area - Amendment to CPZ Order** To seek approval of the proposals.	Cabinet Member for Environment, 2021/040
▪ **Didcot: A4130 Manor Bridge and Power Station Roundabout - Proposed 30mph Speed Limit** To seek approval of the proposals.	Cabinet Member for Environment, 2021/042
▪ **Long Wittenham: Didcot Road - Proposed Amendment to Traffic Calming Build Out** To seek approval of the proposals.	Cabinet Member for Environment, 2021/043
▪ **Bicester: Various Locations - 6 Months Review of Proposed Waiting Restrictions** To consider a review of the effectiveness of recent parking controls will be presented with recommendations for any amendments.	Cabinet Member for Environment, 2021/044